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1 CHAPTER EXECUTIVE OVERVIEW

1.1 Background

The Virginia Department of Transportation (VDOT), Route 267, the Omer L. Hirst-Adelard Brault Expressway, is an eight lane (4 lanes in each direction) limited access highway. Route 267 is a toll road and is commonly referred to as the Dulles Toll Road (DTR). The Dulles Toll Road has a total of 59 toll collection locations. There are 32 full service lanes, 20 exact change only lanes, and 7 dedicated Smart Tag only lanes. The Dulles Toll Road is approximately 14 miles in length and extends from the Capital Beltway (I-495) to a point just west of Sully Road (Route 28) in Loudoun County. It facilitates commuter and commercial traffic throughout the Dulles corridor, and runs alongside the Dulles Access Road, which allows access to Dulles International Airport.

The Dulles Toll Road was built with money raised by issuing bonds and the enabling legislation clearly defines how the toll revenue must be spent. Currently, final maturity of these bonds is scheduled for June 2016. In February 2005, the Commonwealth Transportation Board passed a resolution increasing the fares on the Dulles Toll Road and instructed VDOT to transfer the increased revenue to the Virginia Department of Rail and Public Transportation to fund Metro rail in the Dulles corridor.

1.2 Purpose

The Dulles Toll Road Business Plan was originally developed in 2003 to provide the DTR and VDOT executive leadership teams with a concise picture of projects planned or scheduled over the next six years. The plan is updated annually to reflect the latest information on traffic and revenues. The plan is divided into seven sections plus an appendix. The first four sections of the DTR Business Plan provide background information including a Historical Overview, a Strategic Overview, and information on the Dulles Toll Road's organizational structure. The next section provides the analysis of the Transaction Data. Following the Transaction Analysis is the section providing the Project Descriptions. The final section provides the Financial Analysis of the Plan.

The Historical Overview provides highlights of the building and operations of the Dulles Toll Road. The listing is chronological and demonstrates the dynamic nature of the Dulles Toll Road's history.

The Strategic Overview contains VDOT's Mission Statement, Purpose and Values. The DTR mission statement follows these statements. This section contains the DTR initiative that outlines the strengths, weakness, opportunities and threats of the Dulles Toll Road, as determined by the DTR Leadership Team. The initiative was used to identify four strategic priorities: Customer Service, Systems and Facilities, Employees, and Organizational Effectiveness. Strategies for implementing the four strategic priorities are listed. The section on Organizational Structure provides information on the staffing of the Dulles Toll Road. An Organizational Chart showing the sections within the DTR is provided.

1.3 Transaction Analysis

A transaction occurs every time a vehicle passes through a toll plaza. The Transaction Analysis provides the transaction numbers for the prior six years and projections through FY 11. The growth of transactions on the DTR has been dramatic in the past several years. The transaction rate spikes with the introduction of electronic toll collection, i.e. Smart Tag in FY 97.

In the past year, there has been a 5.99% increase in the transaction rate. The improvement in the overall economy, and the introduction of E-ZPass acceptance, leads the management of the DTR, to believe that transactions will continue to increase this year.

In fiscal year 2004, the DTR achieved 114,975,621 transactions. It is estimated that in fiscal year 2011, DTR will exceed 144,000,000 transactions.

In order to process the increasing transaction rate, the DTR Management will have to continually monitor Smart Tag penetration, the availability of Smart Tag only lanes, and the mix of attended and unattended toll locations. Smart Tag penetration will continue to increase; however, it is critical that the DTR remember that the cash transaction level, while declining, will still represent a significant portion of the transactions.

1.4 Project Listing

The Project Listing section of the Plan shows all known projects for the DTR. Projects are classified by funding type. The project types are Maintenance Reserve Projects, DTR Improvement Projects, and Transit Set Aside Projects. Each project shown is identified by a unique DTR assigned Project Identification Number. The DTR ID is a ten digit alphanumeric code to be used by DTR management for internal tracking.

The Maintenance Reserve Projects are paid out of the DTR maintenance reserve fund. These projects are maintenance projects that are needed to replace or improve existing items on the DTR that have more than one year of useful life. The funds for these projects are set aside from the toll revenue after paying for the debt and operating expenses of the road. These funds are not project specific and the DTR has a backlog of Maintenance Reserve Projects that need to be accomplished. The plan identifies eleven projects totaling $26,873,976.

The Dulles Toll Road Improvement Projects are project specific, meaning that the funding has been or will be allocated to that project and may not be used for any other purpose. The funds for these projects are paid for out of the Dulles Toll Road revenue after all other expenses including operating expenses, maintenance reserve funding, and the debt service have been paid. The formula as set by the Commonwealth Transportation Board (CTB) is 15% for Dulles Toll Road Improvement Projects and 85% for the Transit Set-Aside Projects. The Plan shows sixteen projects with estimated project costs of $62,685,974. The majority of the projects shown on the listing currently have funds allocated for their completion or the funds are to be allocated during the period of this Plan.

The third project type identified in the plan is Transit Set-Aside Projects. 85% of surplus revenues and the entire toll increase generated on the DTR are earmarked for transit improvements throughout the Dulles corridor. These improvements are designed to promote and support mass transit in the region, including the toll increase to fund Metro in the Dulles corridor. These projects are developed through the political process. DTR is not involved with the process or the project management; therefore these projects are not included in the plan.

1.5 Financial Analysis

The entire Plan is predicated on the revenue being generated by the tolls, consequently it was necessary to analyze the historical growth of the revenues. The Financial Section in this Business Plan includes a listing of revenue projections, budget projections and fund balance sheets. The revenue growth rate assumes the projections provided by the Innovative Finance and Revenue Operations staff.

The amount of increase for all fiscal years is 3%. The revenue projections are critical because the budget and the fund balances rely on the revenue estimates to determine the funds available. The estimated revenue for FY 06 is $43,633,330, and FY 11 projects the estimated revenue to be $49,367,110. This Plan does not include the toll increase because all increased revenues will be transferred to the Virginia Department of Rail and Public Transportation for Metro rail funding.

The Budget section of the Financial Analysis includes actual expenditures for the Dulles Toll Road from FY 99 to the present, along with budget projections through FY 11. It is important to note that the non-discretionary portion of the budget is increasing.

The spreadsheet at the end of this section shows the Fund Balances for the DTR, which is intended to provide a summary overview of the information contained in the Business Plan.

The spreadsheet starts with estimated revenues and subtracts the obligations of the DTR: debt service, the operating budget, and a note owed to Fairfax County. This provides the net revenue available to fund Reserve Maintenance, Improvement Projects, and Transit Projects.

1.6 Conclusion

The current analysis provided within indicates that sufficient funds are available to pay the financial obligations and planned improvements to the Dulles Toll Road. However, the DTR faces a great many opportunities over the next six years. A backlog of projects must be completed if the DTR is to remain successful. The Dulles Toll Road planning processes takes into account the objectives of the VDOT Long-Range Plan when setting priorities between and among competing projects. Our goal is to closely match the Dulles Toll Road projects with those that the VDOT executive leadership is directing. By maintaining a sound working relationship with the executive leadership, the Dulles Toll Road will continue to provide superior customer service to the users of the toll road.

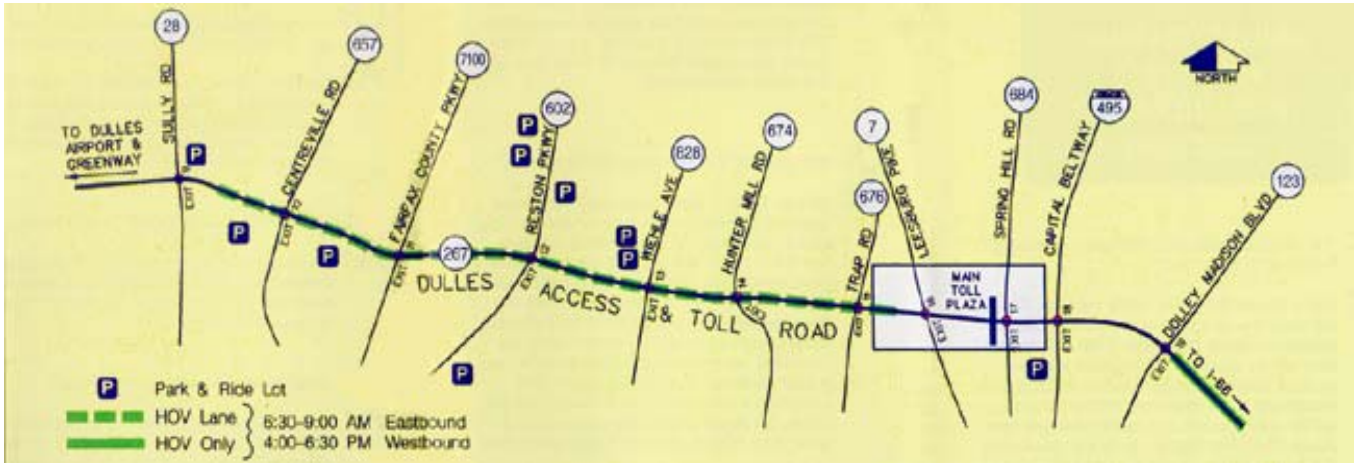
1.7 DTR Fund Balance

DTR Fund Balance 2005-2011	Funding *(Prior Approved)*	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total
I. Estimated Revenue Forecast		42,569,100	43,633,330	44,724,170	45,842,270	46,988,330	48,163,040	49,367,110	321,287,350
II. Bonds / Debt Service		11,355,714	11,283,936	10,931,499	10,583,719	6,880,150	3,742,750	3,743,500	58,521,268
III. Operations Budget		17,085,449	17,438,789	18,107,967	18,862,899	19,665,518	20,519,537	21,429,002	133,163,826
Total Operating Expenditures		29,541,163	29,877,390	30,139,466	30,471,618	26,545,668	24,262,287	25,172,502	133,163,826
V. Net Revenue Available		13,027,937	13,755,940	14,584,704	15,370,652	20,442,662	23,900,753	24,194,608	188,123,524
VI. Maintenance Reserve Request		2,000,000	2,000,000	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	16,000,000
VII. Maintenance Reserve (RM) Projects Cost	12,504,453	850,000	13,164,210	3,640,010	2,660,428	2,740,241	2,822,448	996,638	
VIII. Maintenance Reserve (RM) Fund Balance		13,654,453	2,490,243	850,233	689,805	449,564	127,116	1,630,478	
IX. Balance Available DTR Improvement		11,027,937	11,755,940	12,584,704	12,870,652	17,942,662	21,400,753	21,694,608	109,277,256
X. Available at 15%		1,654,191	1,763,391	1,887,706	1,930,598	2,691,399	3,210,113	3,254,191	16,391,588
XI. DTR Improvement Project Cost	29,783,846	228,009	1,948,154	1,263,832	2,200,000	3,027,000	3,617,000	3,740,000	
XII. DTR Improvement Fund Balance		28,349,886	26,597,242	23,091,566	19,902,164	17,349,963	15,189,168	12,941,324	
XIII. Available for Transit Set-aside 85%		**9,373,746**	**9,992,549**	**10,696,998**	**10,940,054**	**15,251,263**	**18,190,640**	**18,440,417**	**92,885,668**

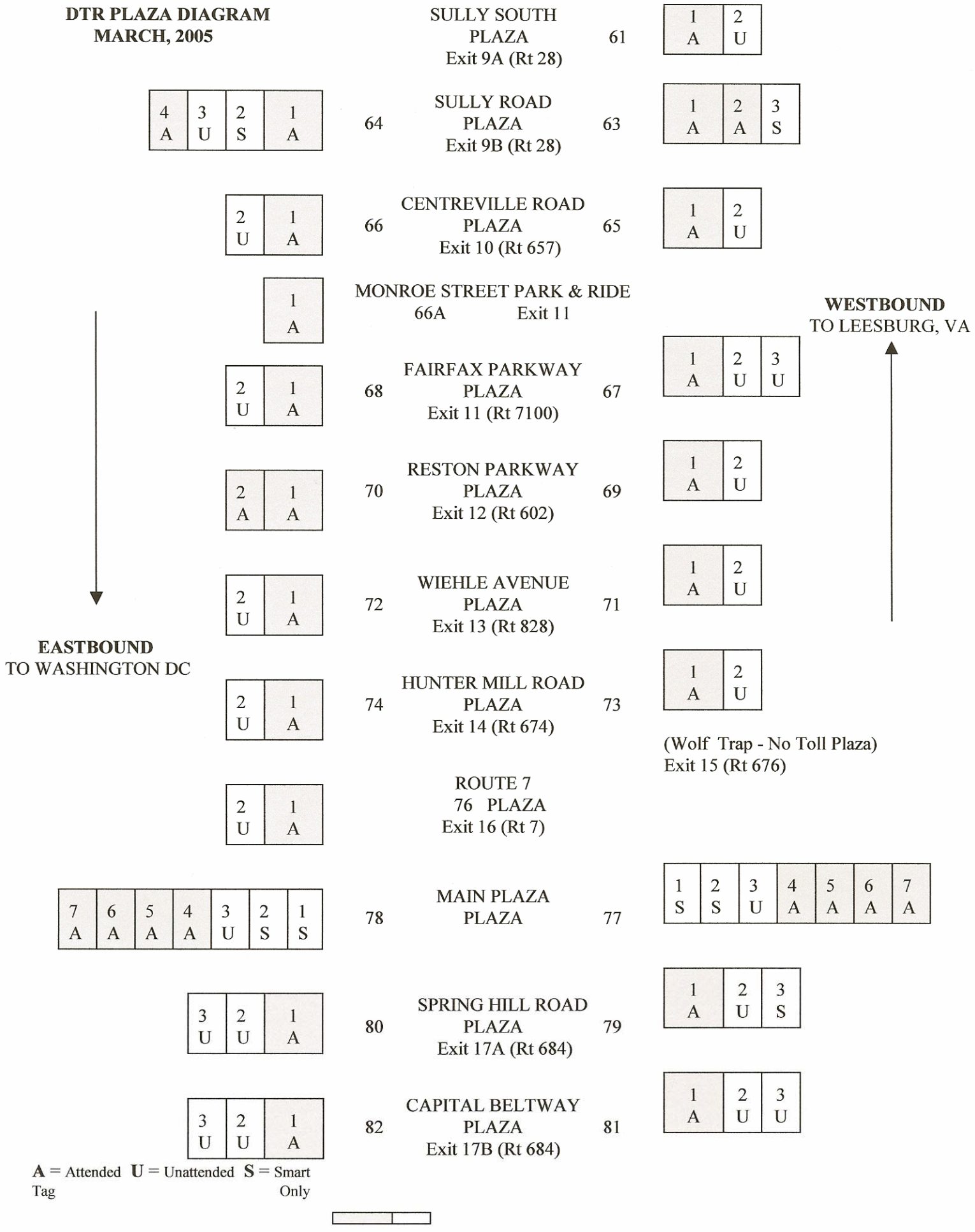
2 CHAPTER HISTORICAL OVERVIEW

2.1 Background

The Dulles Toll Road (DTR) is an 8 lane (4 lanes in each direction) limited access highway. The DTR is approximately 14 miles in length, and is owned and operated by the Virginia Department of Transportation (VDOT). The DTR extends from the Capital Beltway (I-495) to a point just west of Sully Road (Route 28) in Loudoun County. It facilitates commuter and commercial traffic throughout the Dulles corridor, and runs alongside the Dulles Access Road, which allows access to Dulles International Airport.



DTR PLAZA DIAGRAM
MARCH, 2005



A = Attended **U** = Unattended **S** = Smart Tag Only

2.2 Chronology

November 1962: The Dulles Airport Access Road, was developed by the Federal Aviation Administration (FAA) in conjunction with Dulles International Airport, and opened to traffic. The initial four lanes were built, and dedicated exclusively for, airport-bound traffic to ensure rapid access to and from the airport. The Access Road was designed with sufficient right-of-way to accommodate future service roadways alongside the airport lanes, and for mass transit in the median.

1980: The Virginia Department of Highways and Transportation requested that the FAA allow construction of a toll road in the location reserved for future service roads in order to provide access for non-airport traffic to and from Washington, D.C. and within Fairfax County.

December 1982: Following a $57 million bond sale, construction began on the Dulles Toll Road from Route 28 in Loudon County to west of I-495 in Fairfax County. Two parallel roadways were built on either side of the Access Road.

January 1983: The FAA granted an easement to the VDOT to construct, operate, and maintain a highway parallel to the Access Road between I-495 and Route 28.

October 1, 1984: The 12-mile, four-lane Dulles Toll Road opened to traffic. The road was designed to carry over 47,300 vehicles daily. The Main Toll Plaza was staffed 24 hours per day. Tollbooths at entrance and exit ramps were staffed Monday through Saturday, from 5:30 a.m. to 9:30 p.m. Exact change was required during other hours.

Late 1985: Toll revenues and traffic counts showed that the Toll Road was nearly at capacity. VDOT began studies on widening the road to six lanes.

Spring 1986: Toll operations were expanded to include Sunday staffing on ramps, between 5:30 a.m. and 9:30 p.m.

August 1986: Buses were permitted to use the Access Road during peak periods. Slip ramps provided bus access between the Toll road and the Access Road. (Note: the official deed of easement was executed in May, 1987).

February 1987: VDOT began preparing a Draft Environmental Impact Statement for widening the Toll Road to six lanes.

May 26, 1987: The FAA granted VDOT a deed of easement to construct, operate and maintain slip ramps between the Toll Road and Access Road for use by commuter vehicles and airport ground transportation vehicles with 40 or more passenger seats, and emergency vehicles. The easement states "Grantor may require the slip ramps to be restricted or closed if use of the slip ramps is causing congestion or hazards on, or is otherwise interfering with, the Access Highway."

June 7, 1987: Control of the Dulles International Airport and Dulles Airport Access Road was transferred from the Federal Aviation Administration to the Metropolitan Washington Airports Authority (MWAA).

Fall 1987: VDOT requested that MWAA allow high occupancy vehicles with three or more persons to use the Dulles Airport Access Road eastbound in the morning.

January 1988: VDOT implemented a pilot "flash pass" system on the Toll Road to improve traffic flow at the Main Toll Plaza. A metal plate, affixed to a vehicle's front license plate or displayed inside the vehicle, allowed motorists to use a designated lane at the Main Toll Plaza during peak periods. A three-month flash pass cost $50.

June 1988: VDOT held public hearings on the proposed widening of the Dulles Toll Road to six lanes. The Loudoun County Board of Supervisors, Fairfax County Planning Commission, Northern Virginia Transportation Alliance, Reston Transportation Committee, League of Women Voters, and the Fairfax Chamber of Commerce endorsed designating a high occupancy vehicle (HOV) lane on the Toll Road.

July 6, 1988: MWAA agreed to allow high occupancy vehicles with three or more persons to use the access Road eastbound in the morning.

August 1988: The Fairfax County Board of Supervisors endorsed plans to widen the Toll Road and to designate additional lanes as HOV during peak periods.

Summer 1988: MWAA's decision to allow HOV-3 to use the Dulles Airport access Road eastbound in the morning was overruled by a congressional oversight committee.

October 1988: The Commonwealth Transportation Board (CTB) abolished the underutilized "flash pass" program. VDOT continued planning for a permanent automatic vehicle identification system for the Toll Road.

October 1988: The CTB approved location and design plans to widen the Toll Road to six lanes. This decision came in large part because of data that indicated 60,000 vehicles used the Toll Road daily; and as many as 4,200 vehicles traveled one-way during the peak period.

December 1988: The CTB approved designating the left lanes of the Dulles Toll Road as exclusive diamond HOV-3 lanes eastbound between 6:30 and 9:00 a.m., and westbound between 4:00 and 6:30 p.m. When volumes warrant.

March 26, 1989: The CTB passed legislation to fund the widening and specified that the two new lanes be designed for use as HOV lanes. "The proceeds of such bonds shall be used exclusively for the purpose of providing funds, along with any other available funds, for paying financing expenses and the cost of the widening of the Dulles Toll Road from four to six lanes, of which the two new lanes shall be designed for use as high occupancy vehicle lanes from Route 7 at Tyson's Comer in Fairfax County to Route 28 at Sully Road in Loudon County."

October 1989: Construction began to widen the Toll Road from four to six lanes. One lane was added in each direction, and 8 bridges were widened under three construction contracts totaling $37 million. The 11-mile widening began at Route 28 and ended at Route 7.

August 1990: The CTB approved designating the left lanes of the Toll Road as exclusive diamond HOV-3 lanes. The Board directed VDOT to build an eastbound flyover ramp to serve Access Road traffic exiting at Route 7.

September 1990: The CTB called for a phased, multi-modal transportation program, to include commuter parking lots, express bus service, HOV facilities, and rail service for the Dulles Corridor. Surplus funds from the existing Toll Road are dedicated to transit, 15% at the outset and up to 85% at the time rail is opened for service. The plan identified other sources of funding, including the possibility of a Dulles Corridor transit tax district.

October 1991: A VDOT survey of 10,000 Toll Road motorists revealed that 7% of Toll Road users already met HOV-3 requirements, and that another 8% carpooled with one other person.

October 1991: Sections of the new six miles of the third toll road travel lane opened to traffic. Motorists were permitted to use all three lanes until the 12-mile widening was to be completed. At that time, the far left lane was reserved for high occupancy vehicles of three or more people (HOV-3).

July 1992: Remaining sections of the new third lane were opened to traffic.

August 3, 1992: Congressman Frank Wolf held a press conference urging VDOT to reconsider implementing HOV-3 on the Dulles Toll Road.

August 20, 1992: The CTB directed VDOT to open HOV lanes on the Dulles Toll Road as scheduled on September 1, 1992, and to monitor volumes and occupancy on all lanes for one year; and resolved that "should the monitoring at any time indicate the need for additional capacity, the VDOT will notify the CTB of this need and the CTB will seek permission from the MWAA to either use the full depth shoulders as conventional travel lanes during the peak periods and maintain the median lanes as HOV, or use the peak periods and maintain the median lanes as HOV or use the Access Road for HOV during peak periods in the peak direction with the median lanes serving conventional traffic."

September 1, 1992: HOV-3 began (eastbound 6:30-9 a.m., westbound 4-6:30 p.m.). Conventional traffic, which had been using three travel lanes, now had two travel lanes as traffic backed up for nearly ten miles. During the morning rush, 596 HOV vehicles used the HOV-3 lane.

September 14, 1992: The new HOV-3 lane carried 2,400 people in 600 vehicles during the morning rush. Each of the two regular lanes carried 5,600 people in 5,300 vehicles between 6:30 and 9 a.m. VDOT set the goal that one HOV lane would carry more people in fewer cars compared to one of the regular lanes. Additionally, a goal was established to have HOV numbers increase to 3,600 people in 900 cars by the end of the year.

September 21, 1992: VDOT reported that 2,530 people in 660 cars used the HOV lanes during Sept. 17 a.m. rush hour, and that the HOV lane carried 17 % of the 13,400 people on the Toll Road during HOV hours.

September 24, 1992: U.S. Rep. Frank Wolf attached an amendment to the transportation appropriations bill, which stated that before July 1, 1993 "no lanes on any highway located on federally owned land be restricted to high occupancy vehicles if those lanes have been constructed or maintained through the use of toll receipts." The amendment took effect when the President signed the bill in mid-October.

October 2, 1992: The U.S. Congress passed the Transportation Appropriations Bill. On the same day, Governor Douglas Wilder directed Transportation Secretary Milliken to comply with the new federal legislation by lifting the HOV designation on the Dulles Toll Road effective October 5, 1992 and to continue until July 1, 1993.

October 15,1992: The CTB withdrew the HOV designation effective October 5, 1992 until July 1, 1993 and directed VDOT to continue monitoring the traffic and to continue seeking viable solutions to anticipated future congestion. The CTB's HOV Committee was directed to establish a special HOV advisory committee to review solutions and report back in November. The Board requested assistance from Congressman Wolf to find and fund alternatives to HOV, including the opening of the Dulles Access Road to HOV traffic.

November 1992: A Dulles Toll Road Special Advisory Committee was created to help the CTB decide the future of the Dulles Corridor HOV lanes.

November 9, 1992: A new flyover bridge opened to carry eastbound Access Road traffic over the Toll road to Route 7, along with a new tollbooth from DTR to Route 7 eastbound.

September 29, 1993: Groundbreaking took place for the Dulles Greenway, a 14-mile extension of the Toll Road to Leesburg. The Greenway was the first privately funded road to be built in the United States in over 100 years.

December 1994: The CTB approved adding a fourth lane between Route 28 and I-495 and improving the Wiehle Avenue Interchange as recommended by the Special Advisory Committee.

Early 1995: General Assembly approved issuance of a $45.2 million bond to add a fourth lane (to be designated HOV-2) to the Dulles Toll Road.

April 15, 1996: Fastoll, an electronic toll collection system, was introduced. As vehicles went through a toll lane, a transponder on the car was scanned, and the toll deducted from a pre-paid account. Fastoll had the potential of handling up to 1,400 vehicles per lane, per hour, compared to 600-800 handled with traditional toll collection.

June 1996: A separate lane for Fastoll users opened at the Main Toll Plaza.

June 1996: Construction began to widen the DTR to four lanes in each direction and reconstruct the Wiehle Avenue Interchange. The construction project cost $57.7 million and was funded by bond proceeds ($45.1 million) and Dulles Toll Road surplus revenues.

1997: Transcore installed a new toll system called A.R.C.S. at the Dulles Toll Road.

1997: VDOT established "Smart Travel" brand for its comprehensive, first-in-the-nation program of intelligent transportation systems. The "Fastoll" label for electronic toll collection was changed to "Smart Tag", in January 1998, as part of this statewide initiative.

December 1998: The far left lanes were designated as HOV-2 during peak periods.

December 1999: At the westbound Main Toll Plaza, afternoon conversion of one lane for use by rush hour traffic from Spring Hill Road was initiated.

October 2000: The Open Lane Concept was implemented. Dedicated Smart Tag lanes were widened and adjusted to enable a higher posted speed for customers utilizing those lanes.

June 2002: Construction of electronic Bus Slip Ramps began. When completed, a transponder mounted on each bus will open a gate on the ramps, and permit access to or from the Airport Access Road.

June 2002: Construction began on a new three-lane toll plaza from Spring Hill Road to the westbound Dulles Toll Road. The plaza will augment throughput on the ramp, and feature a dedicated Smart Tag lane.

December 2003: Construction was substantially completed on the Spring Hill Road Ramp widening project and the tollbooth was open to patrons.

December 2003: The slip ramps from the Dulles Toll Road to the Dulles Access Road were opened to buses.

October 2004: Smart Tag and E-ZPass joined forces for seamless travel on all VDOT owned toll roads from Virginia through Massachusetts. Patrons can use their E-ZPass at any lane and the number of users increased significantly with the merger of the Smart Tag/E-ZPass systems this fall. There were about 55% more new accounts opened in November after the transition than there were in September or October. There are more than 510,000 users now in Virginia.

February 2005: CTB approved an increase in the toll of .25¢ at the Main Toll Plaza and .15¢ or .25¢ at the ramps. This will be the first increase since the Dulles Toll Road opened for business in 1984. The rate at the Main Toll Plaza will increase to .75¢ for two-axle vehicles and to .50¢ for two-axle vehicles at all exit ramps. The toll increase was enacted on May 22, 2005. The funds from this increase are designated to pay for the State of Virginia's portion of bringing the extension of the Metro Rail Line into the Dulles Corridor. Phase 1 of the Rail Project is projected to be finished in 2016.

July 2005: A business consortium presented an unsolicited bid to buy the Dulles Toll Road for $1,000,000,000. The Commonwealth advanced the proposal by allowing competing bids to be accepted until the end of October 2005.

2.3 Current Conditions

The Dulles Toll Road obtained a peak weekday transaction total in Fiscal Year 04 of 397,782. On a daily basis, Smart Tag transactions exceed 54.26% of total volume, and number over 213,819 on average. Fiscal Year 05 has seen Smart Tag transaction increase to approximately 60%. A single dedicated Smart Tag only lane at the Main Toll Plaza now processes more than 1,800 vehicles in one hour during rush hour.

3 CHAPTER STRATEGIC OVERVIEW

3.1 VDOT's Mission

VDOT will plan, develop and deliver on time and on budget the best transportation system for the traveling pubic.

3.2 Purpose

3.3 Values

- **Safety and Security:** Safety will never be compromised. Security of our people and our assets must never be taken for granted.
- **Truth, Trust and Teamwork:** By always seeking and telling the truth, we create trust. Trust fosters true teamwork, with all of us pulling our share and sharing our talents.
- **Environmental Excellence:** We conduct our business activities in a manner that respects Virginia's natural and historic resources.
- **Action and Accountability:** We know what our job is and we do it. If we have a question, we ask. We are willing to stand up for our actions and to accept responsibility for them.
- **Results and Respect:** We take action to produce results and measure our progress. By producing results, we earn, gain and retain respect of customers and partners.

3.3.1 DTR Mission Statement

Utilize our VDOT team to operate and maintain the Dulles Toll Road facility safely, effectively and efficiently emphasizing top quality customer service and application of modern technology for electronic toll collection and traffic management.

3.3.2 DTR Initiative

In early 2002, the DTR management team initiated a strategic planning effort that included an internal and external assessment of strengths, weaknesses, opportunities, and threats (SWOT). The results of the SWOT analysis are summarized below:

1) Strengths:

- Knowledgeable workforce
- Commitment to customer service
- Enhanced organizational structure
- Commuter customer base

2) Weakness:

- Inability to communicate effectively
- Ineffective leadership and management styles
- Lack of formalized employee training and development programs
- Lack of teamwork
- Condition of work environment
- Compensation system

3) Opportunities:

- Increase use of electronic toll collection
- Upgrade toll collection system
- Continue to strengthen commitment to customer service
- Upgrade administration and toll plaza facilities
- Develop marketing plan

4) Threats:

- Employee safety
- Security
- Violation rate
- Negative press
- Privatization
- Political and Agency influence

As the list of strengths, weaknesses, opportunities, and threats (SWOTs) was evaluated, it was acknowledged that these SWOTs could be reduced to four priority strategic issues:

- Customer Service
- Systems & Facilities
- Employees
- Organizational Effectiveness

3.3.3 Strategies:

The DTR management team has developed the following strategies in support of the agency, departmental, and district strategic initiative.

- Identify and prioritize business processes within the organization and change those, which need improvement to better achieve the departmental mission.

- Periodically review each business process in accordance with established measures of performance and implement appropriate changes for improvement.

- Develop and implement standards and measures of individual performance to better evaluate individual contributions toward the achievement of organizational goals and objectives and so that each employee will clearly understand the level of performance required to meet expectations.

- Develop performance appraisal guidelines to ensure consistent measurement of performance across the organization.

- Develop and implement a department training and development plan, which adequately meets the needs of job positions and the department.
- Identify and pursue staffing alternatives that best meet our departmental business process needs.
- Periodically conduct a detailed organizational and job classification audit to ensure organizational structure and available resources best meet our departmental business process needs.
- Develop and implement guidelines for improving economic decision-making process.
- Develop guidelines and educate employees on the use and allocation of budgeted funds.
- Develop new or improve existing partnerships and/or contractual agreements with suppliers, contractors, consultants and other organizations to facilitate DTR organizational efficiencies.
- Develop and implement a comprehensive inspection and maintenance program to ensure DTR facilities are maintained at a level defined by statewide performance measures.
- Develop and implement marketing strategies for increasing electronic toll collection.
- Develop new Standard Operating Procedures (SOPs) and update existing SOPs to ensure consistent operating practices.
- Develop and implement an emergency action/response plan to minimize the hazards to human health, property and the environment.
- Identify and implement internal communication strategies that best meet employee and organizational business needs.
- Create and implement an employee involvement program that encourages, recognizes and rewards initiative, creativity and accomplishments.
- Identify and implement maintenance reserve and improvement projects.

3.3.4 Status Update of DTR Strategies

The strategies developed in the original DTR Business Plan continue to provide a foundation for the development of specific short-term goals and objectives. The short-term initiatives will focus on assigning ownership and setting a deadline for completion.

4 CHAPTER ORGANIZATIONAL STRUCTURE

4.1 Background Information

The Dulles Toll Road is the largest revenue generating state-owned toll facility in the Commonwealth and is comprised of a leadership team offering more than 100 combined years of management experience in public, private and non-profit organizations. The multi-talented 10-person leadership team presents a solid management portfolio. With Greg Woodsmall as the Director, the management team is responsible for revenue operations that include manual and electronic toll collection; fiscal operations; contract review and negotiations; staffing; maintenance of facilities and equipment; and developing, documenting and implementing improved work processes. The Dulles Toll Road is part of the Innovative Finance and Revenue Operations Division of VDOT.

4.2 Leadership Profile

Greg Woodsmall, Dulles Toll Road Director

Greg has over 25 years of technical experience that includes 17 years of progressively responsible managerial positions. Greg has held various positions in the functional areas of operational and strategic planning, budget management, process improvement, cost reductions, performance management, employee development and training and communications. Greg's career in the utilities industry provided the platform for establishing his expertise in organizational development including implementing cost solutions, as well as enhancing performance and productivity. Greg holds a BS in Business Administration from Strayer University and a BS in Engineering Technology from Newport University. Greg has completed graduate work in the Masters of Business Administration program at Strayer University.

Nancy Woods, Deputy Director

Nancy is a 14-year VDOT employee who has served in the role of Deputy Director for two years. Her role has allowed the toll road to have a champion for the execution of the 6-year Business Plan. In addition, Nancy is responsible for contract management and the exploration of business development opportunities. Nancy has over 20 years of Business and Financial experience and has a MBA in Finance from Pepperdine University and a BS in Business Administration and Political Science from Jacksonville University.

Thomas Flowers, Toll Systems Administrator

Thomas has over 14 years of VDOT experience. His extensive Toll Operations experience began as a Toll Collector in 1990, progressing to Toll Supervisor, Toll Superintendent, and Toll Operations Manager and currently working as the Toll Systems Administrator. Thomas has completed over 50 VDOT approved courses, which adds value to his VDOT portfolio. He is certified as a Leadership Coach with VDOT. Thomas received certification in Instructor Development from Fairfax County Public Safety Academy.

Muhammad Butt, Toll Operations Manager

Muhammad has over 15 years of VDOT experience and 15 years of managerial experience working in the private sector. Muhammad began in 1989 as a toll collector then progressed to the position of Operations Supervisor, and subsequently to Toll Operations Manager. During his 15 years in operations at the Dulles Toll Road, Muhammad has been certified as a trainer for the NOVA District and is currently the facilitator in the contract Toll Collector Training.

Russell Keck, Senior Toll Operations Manager

Russ has 30 years of work experience ranging from Transportation Management & Public Safety to Guidance & Counseling. During his 13 years in Toll Operations at the Dulles Toll Road, Russ has served as Acting Fiscal Manager, been a member of the NOVA District Safety Committee and is a certified trainer for the I.B.T.T.A Toll Facility Customer Service Class. Russ received his M.S. from Radford University and B.A. from George Mason University.

David Wrighten, Toll Operations Manager

David has served in Toll Road operations since 1999. His move to operations management is reflective of the experience he has gained and his knowledge of management systems. David retired from the US Air Force after 20 years of service before joining DTR. David's experience in the military has been utilized in managing the security system implementation and contract management.

Rachappa Kori, Fiscal Manager

Rachappa holds an MBA in addition to the high level operational experience he brings to DTR Operations. His experience as a DTR supervisor supported his career progression coupled with his experience as a store manager for a Fortune 500 company where he was responsible for planning, budget, Profit & Loss and goal achievement. Rachappa received a BA in Sociology/Economics from SB Arts College, Bijapur, India and his MBA from Frostburg State College.

Robert Hamilton, Maintenance Manager

Bob offers over 30 years of working experience ranging from business administration, computer, construction management and maintenance operations. Bob has been a VDOT employee for over 13 years and is responsible for providing maintenance support and repair for the equipment and facilities of the Dulles Toll Road.

Carla Mickelson, Human Resource Manager

Carla is a valued member of the DTR management staff. Her recent position change demonstrates career progression. Carla began in 1993 as a toll collector then progressed to the position of PST, Supervisor, HR Assistant, Toll Operations Manager and subsequently working back in H.R. as the Acting Manager. Carla's expertise in Toll Road operations is reflective of the experience she has gained thru supervision and management.

Cynthia Mickelson, Administrative Analyst

Cyndi began in 2000 working as a contract toll collector, when she progressed to the position of P.S.T. in Operations, then in the Fiscal Department, and currently working as the Administrative Analyst for the DTR Leadership Team. Cyndi has been to over 25 VDOT approved courses and has gained valuable experience in the variety of roles in which she has held here at DTR.

4.3 Personnel Overview

Dulles Toll Road (DTR) is comprised of 75 classified employees, representing a wide range of diversity and skills as reflected in the last employment data report generated 7/28/03. Dulles Toll Road has a 53% minority make-up including 33% male and 22% female. Positions range from Professional to Service Maintenance. The Job Summaries for the major job functions are as follows:

Dulles Toll Road Director (General Administration Manager II): Plans, organizes and directs the multifaceted administrative and operational support programs for the Dulles Toll Road Facility. Directs and supports mid-level management in the areas of Maintenance, Human Resources, Fiscal and Audit Reporting and Toll Road Operations. Addresses a wide range of Toll Road issues such as traffic flow, safety and community congestion concerns. Provides expert technical and strategic guidance on a wide variety of complex and politically sensitive issues. Directly supervises the Administrative Analyst (Program Support Tech Sr.) who provides specialized administrative support to the Dulles Toll Road Leadership team. This specialized support includes researching and compiling information and data for DTR reports, meetings, special presentations, and providing research for revenue and accounting.

Deputy Director (General Administration Manager I): Provides specialized program management to the operations of the Dulles Toll Road. Plans, designs and coordinates projects of varying types and complexity, i.e. the 6-year Plan, and is contract administrator for all DTR contracts. As the Director's lead spokesperson, the Deputy Director represents the Dulles Toll Road in the development, implementation and maintenance of operating goals and objectives, polices and procedural memorandum for the Dulles Toll Road Facility. Applies knowledge of departmental programs, policies and applicable state and federal regulations sufficient to implement such and to represent such to public officials, the general public and the private sector.

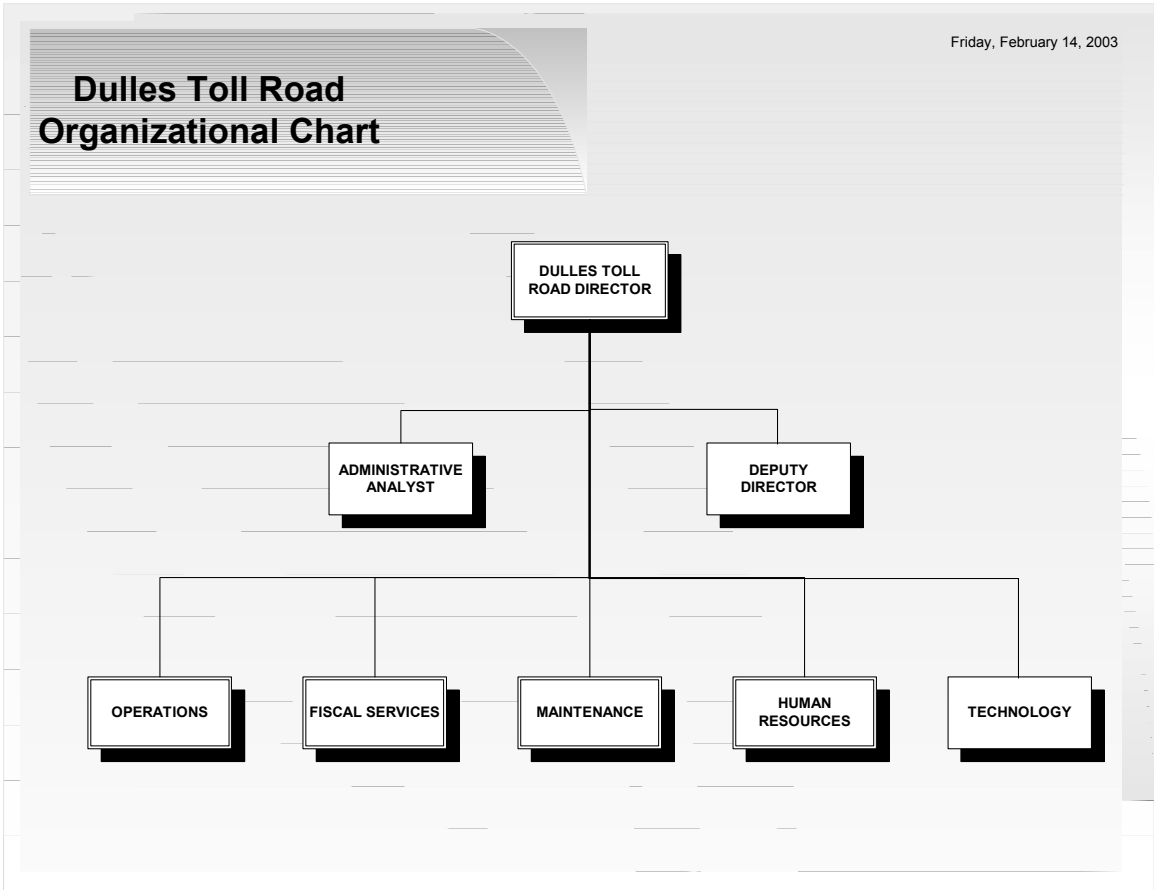
Fiscal Manager (Financial Services Manager I): Supervises 3 distinct areas of finance: Coin Counting, Audit and Accounting. Coin counting is comprised of 4 Supervisors and 8 Fiscal Assistants who are responsible for the processing of all cash transactions with Toll Collectors, Road Supervisors, Coin Counting and others. Also ensures the accuracy of those transactions including verification of monies issued and received and documenting transactions as required. The Supervisors conduct end of shift cash audits of Cash Room with next shift Supervisor, documenting by denomination the funds available and agreeing on the amounts. Audit has a staff of 3: a Senior Auditor and 2 audit positions that perform daily variance audits on the entire toll collection staff of approximately 140 individuals; and performs audits on the Supervisor funds, which are used in the daily operations of the toll road. Accounting prepares and processes all invoices for payment, requisitions and Purchase Orders for the fiscal section of DTR.

T/C Operations Manager (Transportation Operation Mgr): Plans, organizes and evaluates the efforts of personnel assigned to the daily operation of 59 lanes of toll equipment across three shifts. The Operation Managers also study traffic norms and trends, and adjusts the operating plan to preserve maximum throughput of and derive maximum revenue collection from some 380,000 daily vehicle transactions. The Managers supervise Toll Collector Supervisors who monitor, direct, assign, coordinate, train and evaluate Toll Collectors in a manner, which facilitates maximum traffic flow and revenue generation. The Program Support Technicians assist the Managers and monitor and operate the automated Toll Collections system and records its status. They act as the record keepers regarding all activities during shift operations and generate informational and statistical databases as well as reports to support management operations. Toll Collectors collect tolls while providing quality customer service and classify vehicles on automated electronic equipment.

The Systems Administrator (Information Technology Specialist II): Oversees the day-to-day management of the electronic toll collection system including system performance, trouble shooting and recommending/implementing remedies. The SA also provides training in system usage and operation and is responsible for developing and analyzing toll and traffic reports/data as well as making recommendations to maximize system operations.

Human Resource Manager (HR Practitioner II): Coordinates, manages and supervises all Human Resource activities. This includes employee transactions, records, orientation, health care, worker's compensation, leave tracking, etc. and personnel assigned to HR functions at Dulles Toll Road. The HR Manager also serves as the primary consultative resource to mediate employee/manager relations and as point of contact between Dulles Toll Road and District/Central Office for all HR matters. The Human Resource Assistant provides the HR department at Dulles Toll Road with payroll; leave tracking and other HR administrative duties.

The Maintenance Superintendent (Transportation Operations Manager II): Has 4 direct reports classified as Trades Tech III who provide skilled maintenance and repair for buildings, grounds, tollbooths and other equipment in order to improve the standards and safety for employees and patrons of the Dulles Toll Road.



5 CHAPTER TRANSACTION DATA

5. 1 Enhanced Transaction Data Analysis

The Dulles Toll Road (DTR) is a heavily traveled commuter corridor in Northern Virginia. This is primarily due to its' proximity to Washington DC in addition to being a main thoroughfare to a major international airport. Also, two Metropolitan counties are in the area: Fairfax and Loudoun. In Fairfax County, the Tyson's Corner and Reston areas are major business centers for the high technology, telecommunications and defense companies. Recent growth was due to the success of the Internet and telecommunications companies; it also led to the recent transaction declines because of the economic downturn with these same industries. Loudoun County is one of the fastest growing housing markets in the US and has been for several years. Fairfax County is a heavily populated suburban area.

The DTR transaction statistics included in this six-year business plan are for historical purposes and to demonstrate the growth of the DTR corridor. The DTR traffic statistics used are for the Commonwealth of Virginia fiscal years commencing in July of 1999 and ending in June of 2010.

The Dulles Toll Road tracks its data in terms of transactions. A transaction occurs every time a vehicle enters a plaza. The staff of the DTR believes that the average patron records two transactions per trip, one entering the road and one when exiting the road. The DTR generally talks of its' transactions on a fiscal year basis.

The end of this chapter contains the charts and tables used by the DTR to track its' historical transactions. The two tables called Annual Statistical Transactions Data show the numeric monthly breakdown of transactions by type. One of the tables sorts the information by fiscal year and the other by calendar year. The Monthly Statistical Transaction Data Chart is a graphic representation of annual transactions by type. The graph labeled Monthly Cash and AVI Chart tracks the historical trend line for both cash transactions and Smart Tag transactions. Additionally, there is a graph showing the historical trend for violations and non-revenue titled Monthly Non-revenue and Violation Chart.

The chart called Annual Statistical Transactions Data shows the numeric monthly breakdown of transactions by type. The transactions types consist of Cash, AVI, Non-revenue and Violations. A cash transaction occurs when a patron pays with either coins or currency. An AVI or Smart Tag transaction is a transaction where the payment is made electronically. Non-revenue is generated by transactions, which do not require payment, for example employees of the DTR going to work. Violations occur when patrons do not pay the toll.

In analyzing the six previous years of transactions for the DTR it is important to remember that the Smart Tag (AVI) system was installed in FY 97. There has been significant growth in the transactions at the DTR, in the past six years. Total transactions for FY 99 were 92,835,757 and for FY 04 the transactions are 114,975,621, an increase of 24%. The cash transactions have decreased from a total of 56,539,591 in FY 99 to 51,008,872 in FY 04, a decrease of 10%. This information is easily viewed on the graph titled Monthly Statistical Transaction Data Chart. During the same period, Smart Tag transactions have increased dramatically from 34,119,501 in FY 99 to 61,178,183 in FY 04, an increase of 79% for the period. Non-revenue transactions and violations have fluctuated between the years but, in fiscal year 2004, the total of these transactions was 2,788,566. The graph named Monthly Non-revenue and Violation Chart illustrates this fluctuation. During the past six years, the year with the greatest number of transactions was FY 04 where total transactions were 114,975,621. FY 01 is when Smart Tag transactions caught up with cash transactions. The growth in transactions at the DTR has been in Smart Tag transactions.

This is easily seen in the graph called Monthly Cash and AVI chart. It is very important to note, however, that the DTR still has a significant amount of cash transactions. In FY 03 the difference in the number of Smart Tag transactions compared with cash transaction is only 7,553,354. In FY04 the difference in Smart Tag Transactions were 10,169,311. The Annual Statistical Transaction Data chart shows the increases or decreases per year.

The following general observations are noted when analyzing the statistics:

- Transaction totals in FY 04 exceeded 10,000,000 on 3 different occasions. October 2003, March 2004 and June 2004.
- AVI traffic has steadily increased as Smart Tag gains in sales and popularity; additionally the introduction of E-ZPass on the corridor is increasing AVI transactions.
- Non-revenue traffic volume is stable with minor peak monthly fluctuations.
- Traffic violations (non-paid revenue) tend to fluctuate dramatically.

Looking at the data for each of the months starting in July 1999, the DTR has experienced a gradual increase in traffic volume with the observable increase in revenue by virtue of the increased vehicular transactions. However, due to changes with the local and national economy, issues related to National Security, and other factors that cause fluctuations of vehicle traffic, changes in peak traffic volumes by month are also reflected.
The year of 1999 was a growth year for the DTR. As is normal for the DTR, the beginning of the year started slowly but again picked up momentum as the year progressed. June of 1999 was the leader in terms of monthly transactions at 8,613,984. The total transactions in FY 99 increased 7.04% over FY 98. The AVI transactions were substantially higher than the previous year.

Moving into the new millennium of the year 2000 brought a dramatic increase in traffic to the DTR. Reigning again at the top of the statistical transaction ladder was June of 2000 with total transactions of 9,450,753. The AVI transactions were also up a very healthy amount at 29 %!

As the norm prevails there was a drop in traffic at the start of 2001. October 2000 was the busiest month of the fiscal year with transactions totaling 9624,006. The total traffic for FY 01 increased 6.23% over the prior fiscal year. The AVI transactions increased 16.4% during the same fiscal year.

The fiscal year 2002 ended with a decrease due to the recovering local economy after September of 2001. The year-end decrease was 0.44%, while not a huge decrease, transactions was down nonetheless. The month with the highest transactions was May with 9,633,811 transactions. This is approximately level with the transactions for the previous May.

The fiscal year 2003 again shows a slight decline in total transactions. The overall transactions for the year were down slightly from the prior year with the annual transactions totaling 108,477,519. The summer started with only a slight increase in transactions over the prior fiscal year, with July's increase offset by a decrease in August. The fall started out well with a large increase to 9,530,922 transactions recorded in October. However, the winter arrived early and transactions dropped from November through February, which only had 7,264,261 transactions. It is believed that the decreases are almost exclusively tied to inclement weather. Spring saw the transactions recovering from the winter and slowly increasing over the prior year period. The month of June 2003 with total transactions equaling 9,657,831 at that time it was the third highest monthly transaction total in the history of the DTR.

The fiscal year 2004 traffic was consistent with a 5.99% increase from last fiscal year. March 2004 recorded the highest transaction month in the history of the Dulles Toll Road with 10,300,126. Additionally, October 2003 had 10,213,416 and June 2004 had 10,208,621. Daily traffic continued to increase in FY 04 including a single days transaction rate of 397,782, recorded in June 2004.

The DTR management team will continue to monitor the traffic patterns very closely to ensure that the rate structure is maximized and that the optimum current technology is utilized. This will keep the Commonwealth of Virginia at the forefront of both revenue increases as well as advances in technology.

5. 2 Transaction Projections

The Dulles Toll Road has taken its current transaction data and used the information to project transactions for the course of the plan (FY 11). A transaction occurs every time a vehicle passes through a toll plaza. The DTR estimates that each patron trip averages two transactions. Another assumption in the transactions projections is that the trends of the past six years will continue and will be linear.

The past six years have seen an average annual transaction increase of 4%. The projections for the business plan show the transactions increasing at rate of 4%. In FY 03, the number of transactions decreased; however, FY 04 shows the transactions recovering and growth over FY 03 has been 5.99%. It is believed that the FY 03 decrease was largely due to the economic downturn and the increased vacancy rate of commercial real estate in the Dulles corridor. It is further believed, that the decline would have been greater, except that the housing market is still growing in both western Fairfax County and Loudon County. There were 108,477,519 transactions in FY 03 and 114,975,621 transactions in FY 04. The DTR is not confident that annual transactions shown in this section's graphs will occur at the point shown, however, it is confident that the transaction growth will occur.

The Monthly Statistical Transaction Data graph shows the trend line for total transactions at the Dulles Toll Road. The trend line shows a 4% increase in transactions annually. The DTR currently does between 9,000,000 and 10,000,000 transactions per month. By the end of the FY 11 the DTR could be experiencing 12,000,000 monthly transactions, with an annual total transaction volume of 144,000,000. The graph shows increasing Smart Tag penetration to a volume of just over 8,000,000 Smart Tag transactions monthly. The management of the Dulles Toll Road feels this number is achievable because of increased transactions and the acceptance of E-ZPass. The Monthly Statistical Transaction Data graph shows a slow decline in the number of cash transactions. However, the cash transactions will average about 3,000,000 a month throughout the plan or about 25% of all transactions. The remaining percentages are comprised of non-revenue transactions and violations.

The graph titled Monthly Cash and AVI Data clearly shows the trends for the majority of all transaction activity at the DTR. Currently cash and AVI transactions are almost the same percentage. However, the trend line shows that AVI transactions will grow to become a greater percentage of total transactions. The AVI penetration may be debatable but there is no doubt that AVI usage will increase over time and that AVI will become a greater percentage of the total transactions. Marketing of AVI, by the Smart Tag Customer Service Center, and the Dulles Toll Road joining E-ZPass will increase the likelihood of the 70% penetration shown on the Monthly Cash and AVI Data graph. Most of the recent growth in transactions has come through Smart Tag and without the AVI system it is unlikely that DTR would be able to generate its' revenue volume.

It is tempting to treat cash transactions as increasingly irrelevant but that would be a mistake. The graph labeled Monthly Cash and AVI Data shows that cash customers will account for approximately one third of all transactions throughout the plan period. It is certainly true that cash volume declines but the rate of decline is very slight. The cash trend line shows by the end of the plan cash transactions account for 25% of all transactions or 3,000,000 transactions monthly.
This will require the DTR to have adequate cash handling capabilities, including exact change lanes and full service lanes. One of the critical concerns of the DTR through the plan period will be balancing the number of Smart Tag only lanes with lanes for cash paying customers.

Another way to view the data is contained in the graph labeled Monthly Non-Coincident Peak Transaction Data that shows the overall transaction growth by type. The two major types of transactions are cash and Smart Tag (AVI). The graph clearly shows that AVI transactions are increasing and that there has been a decrease in cash transactions. According to the Monthly Non-Coincident Peak Transaction Data (Daily), AVI transactions will account for 75% of all transactions and that the cash transactions will still account for 25% of total transactions by the end of the Business Plan. Non-revenue and violations essentially remain at their current rates.

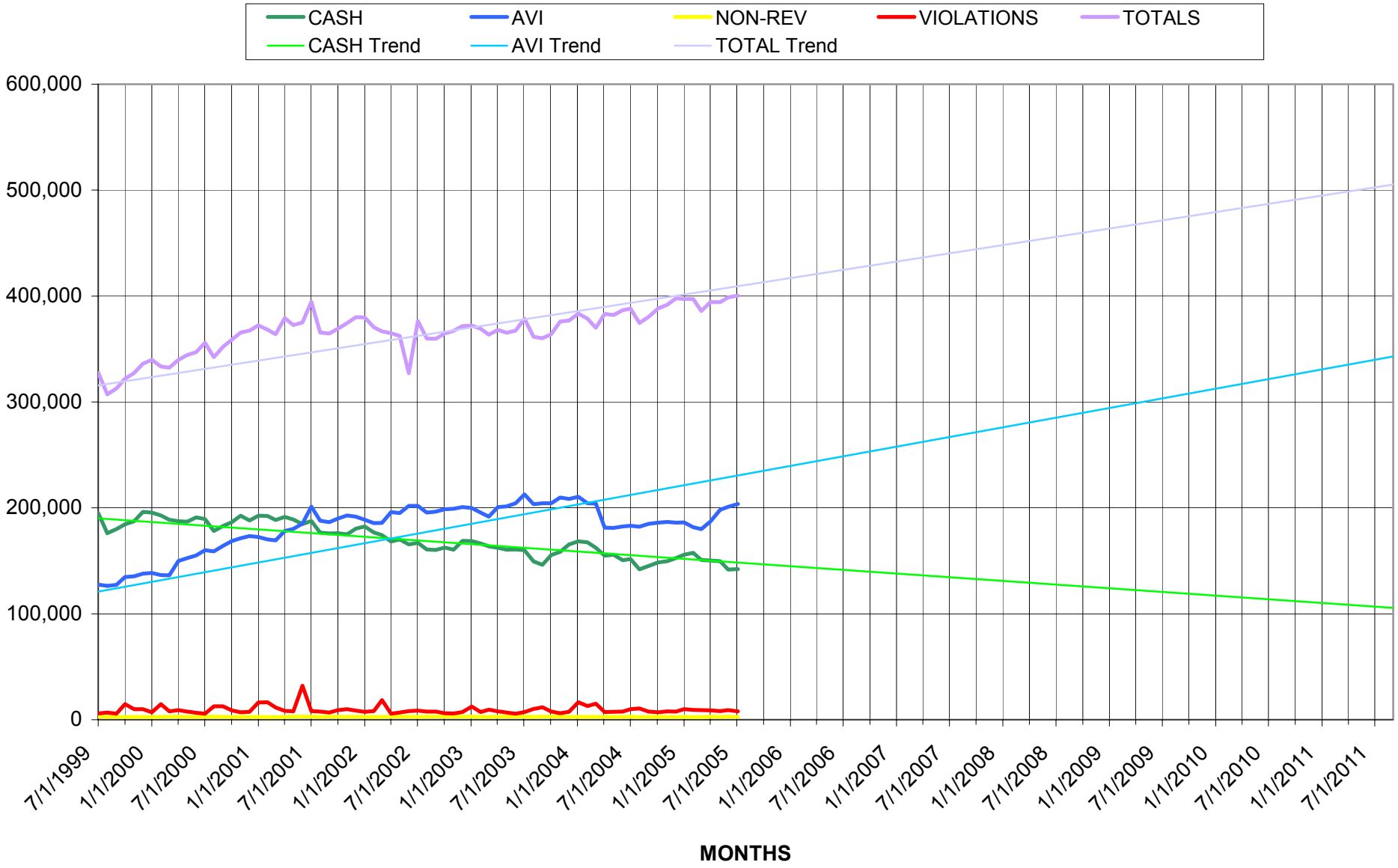
Currently, the non-coincident peak daily transactions equal approximately 400,000. The non-coincident peak transaction is the highest transaction day of the period. Although the non-coincident peak will probably never be achieved as an overall transaction count, it serves to show the highest likely volume attainable.

The daily report shows the highest transaction volume of a Monday through Friday period for a month. This is a good representation of the DTR transaction volume, since the weekends have significantly lower transaction volumes. In fact, even between Saturday and Sunday the transaction volumes vary enough that each day has its' own graphs. Saturday's currently have a non-coincident peak volume of approximately 233,846 transactions. Sunday's have at total non-coincident peak volume of around 200,000 transactions.

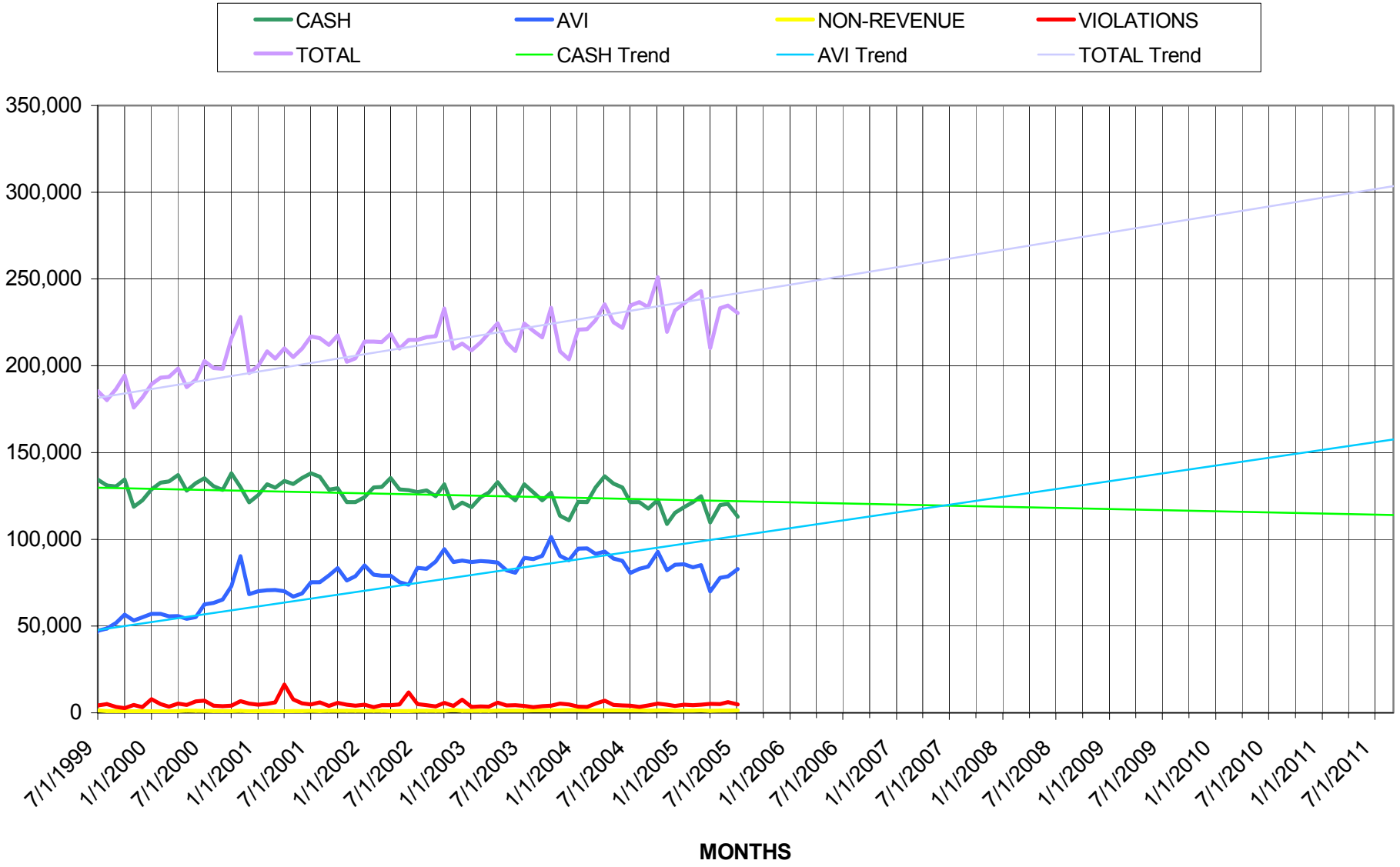
The Dulles Toll Road is estimating that the end of FY 06 the non-coincident peak daily volume will be 425,000 transactions. The Dulles corridor continues to grow. With continued growth, traffic will exceed projections and the overall trend line will be accurate. The graph shows that by the end of fiscal year 2011 the non-coincident peak daily traffic volume will be approximately 525,000. The trend shows that 370,000 will be Smart Tag transactions and 100,000 daily cash transactions. The DTR will not be able to handle the transaction volume if the Smart Tag transactions do not keep pace with the growth. However, it is very important to remember that there will still be 100,000 cash transaction expected daily. The DTR will always have a portion of the patrons that will pay with cash. This is primarily due to the transient nature of the areas surrounding the Dulles Toll Road and the high number of airport and occasional patrons.

The transaction projections show that the management of the Dulles Toll Road will need to be constantly evaluating the transaction data to determine when to add additional Smart Tag capabilities. The transaction volume projected in the graphs will require adequate Smart Tag lanes or the road will gridlock.

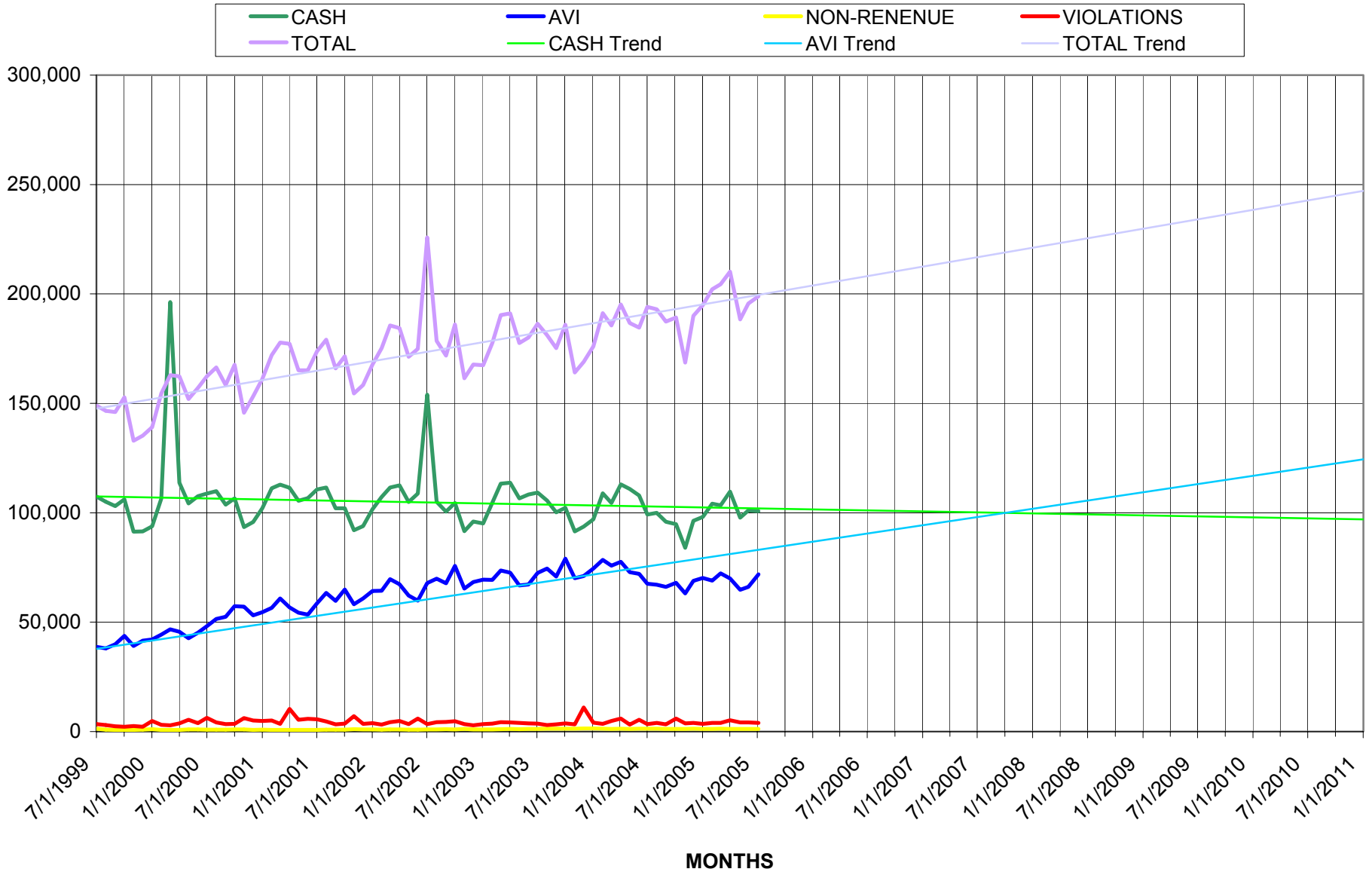
Non Coincidental Peak Statistical Traffic Data
9 Year Projection (DAILY)



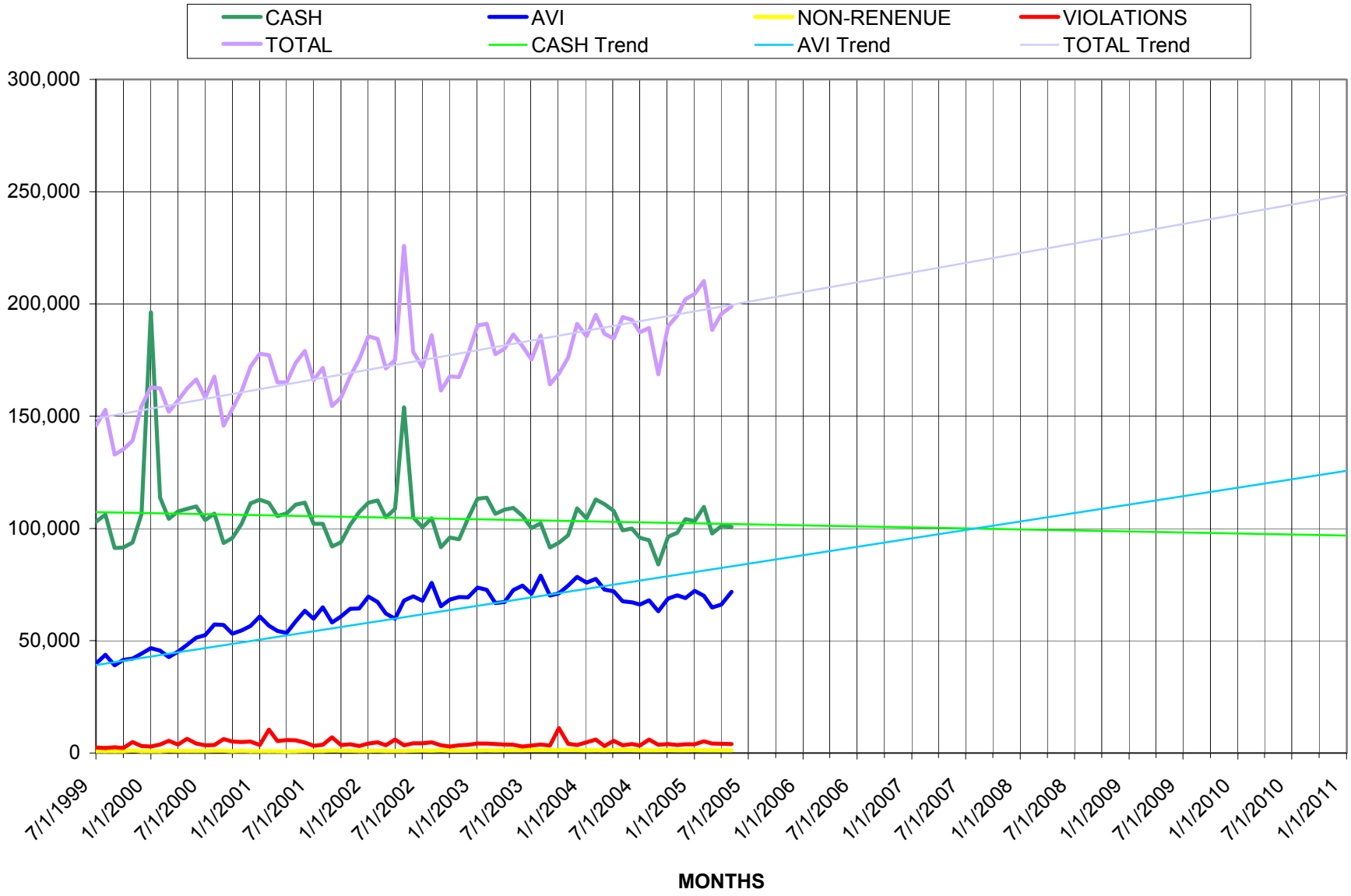
Non Coincidental Peak Statistical Traffic Data
9 Year Projection (SATURDAYS)



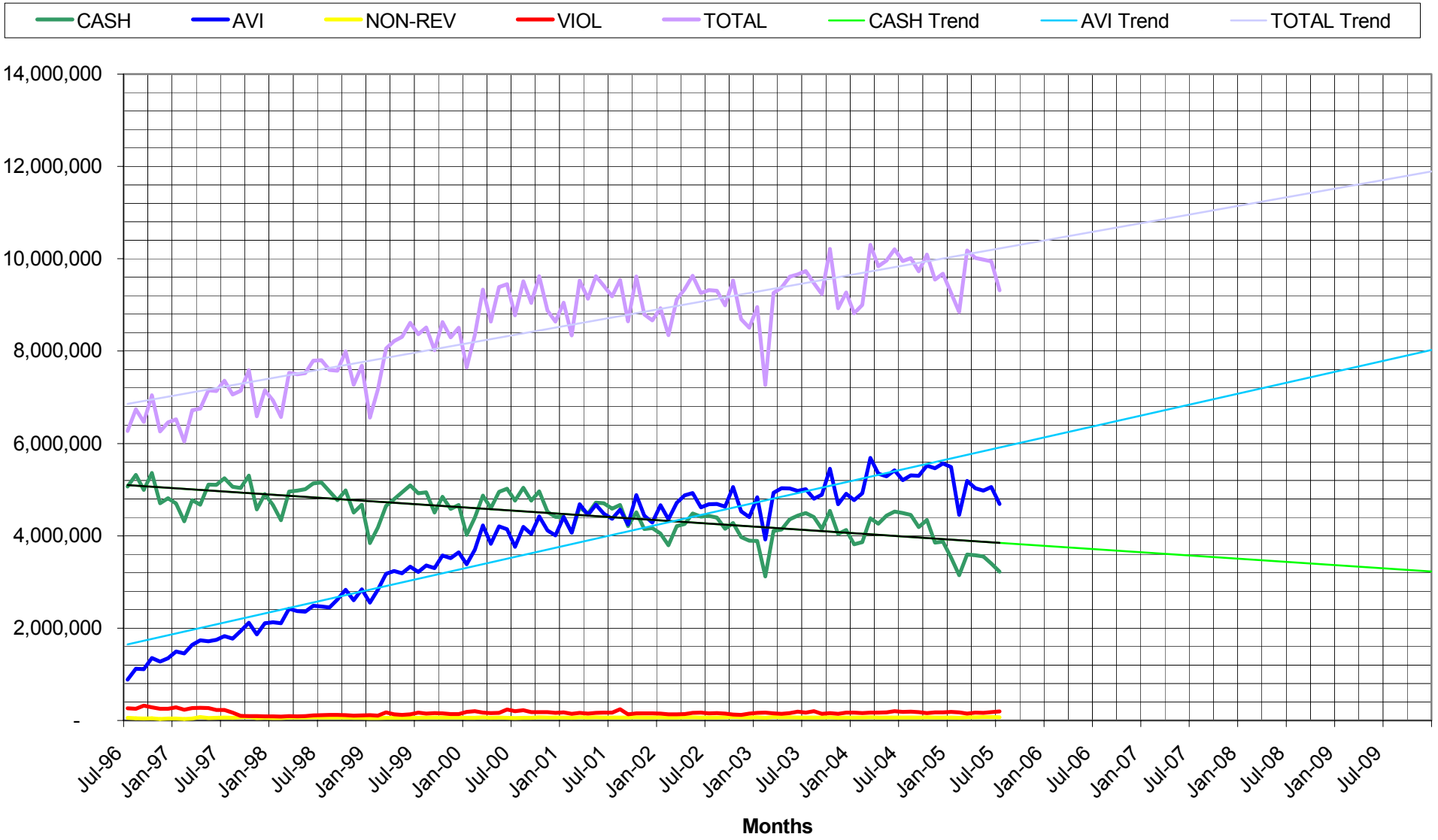
Non Coincidental Peak Statistical Traffic Data
9 Year Projections (SUNDAYS)

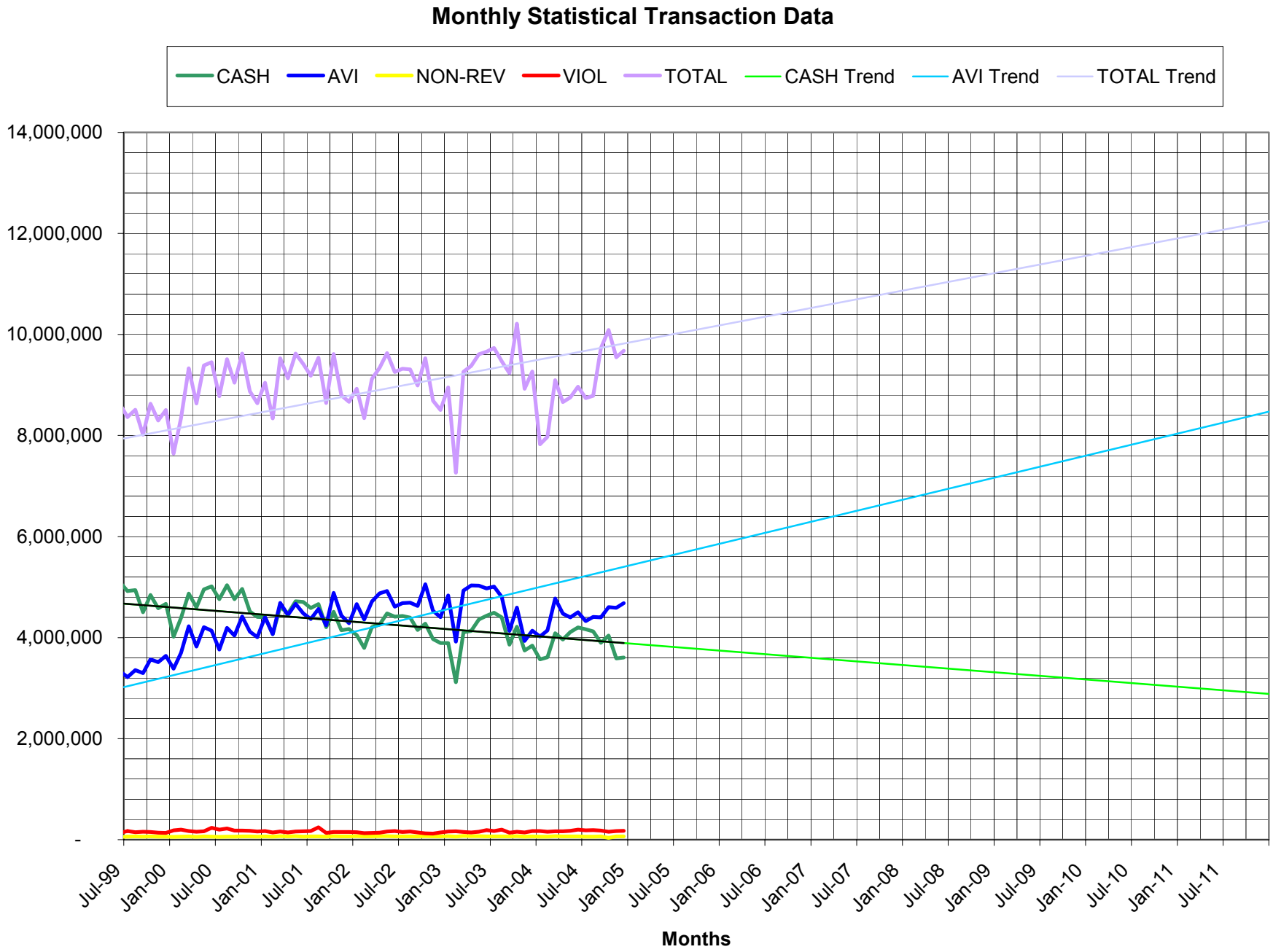


Non Coincidental Peak Statistical Traffic Data
9 Year Projections (SUNDAYS)

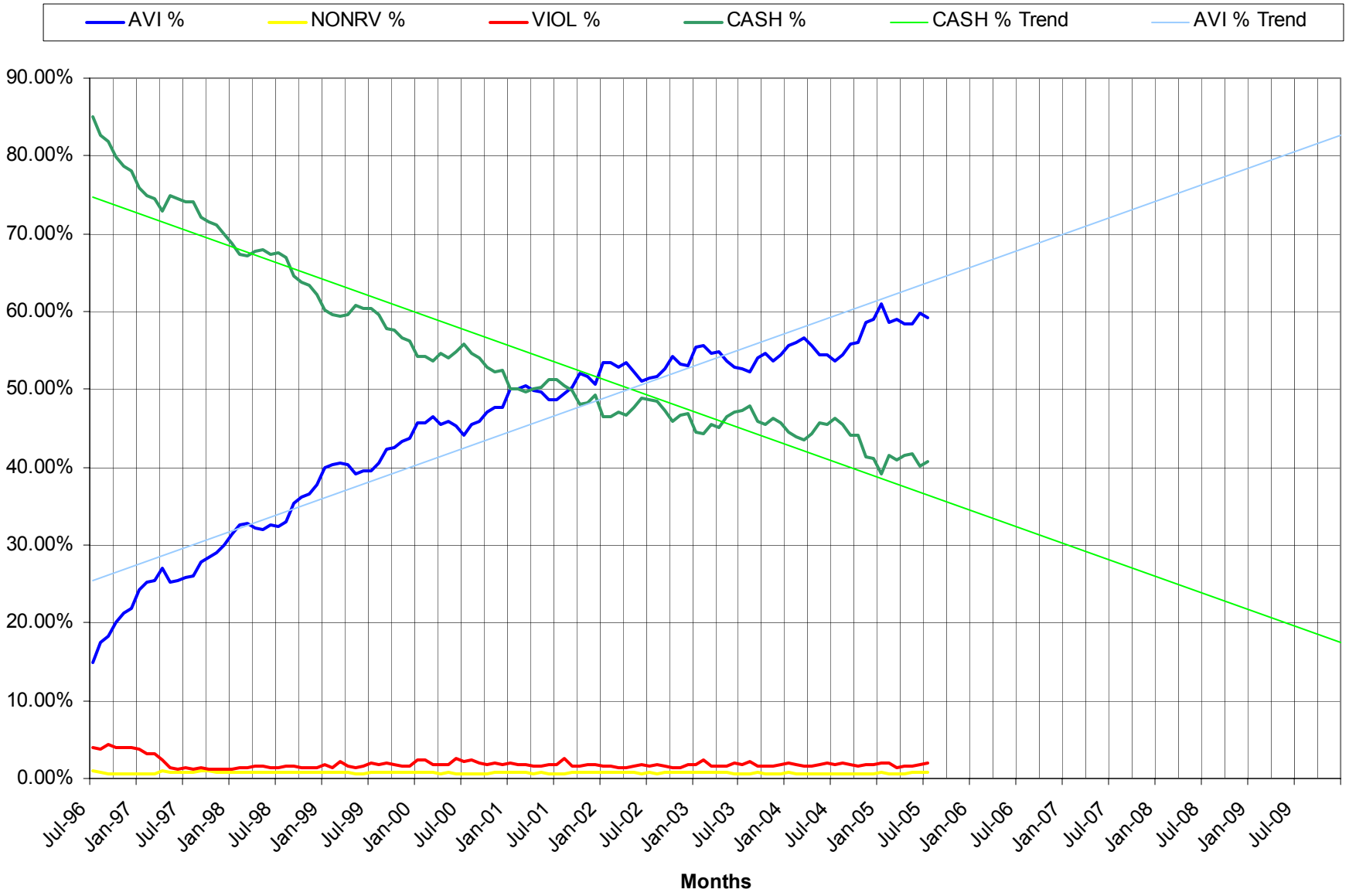


Monthly Statistical Transaction Data

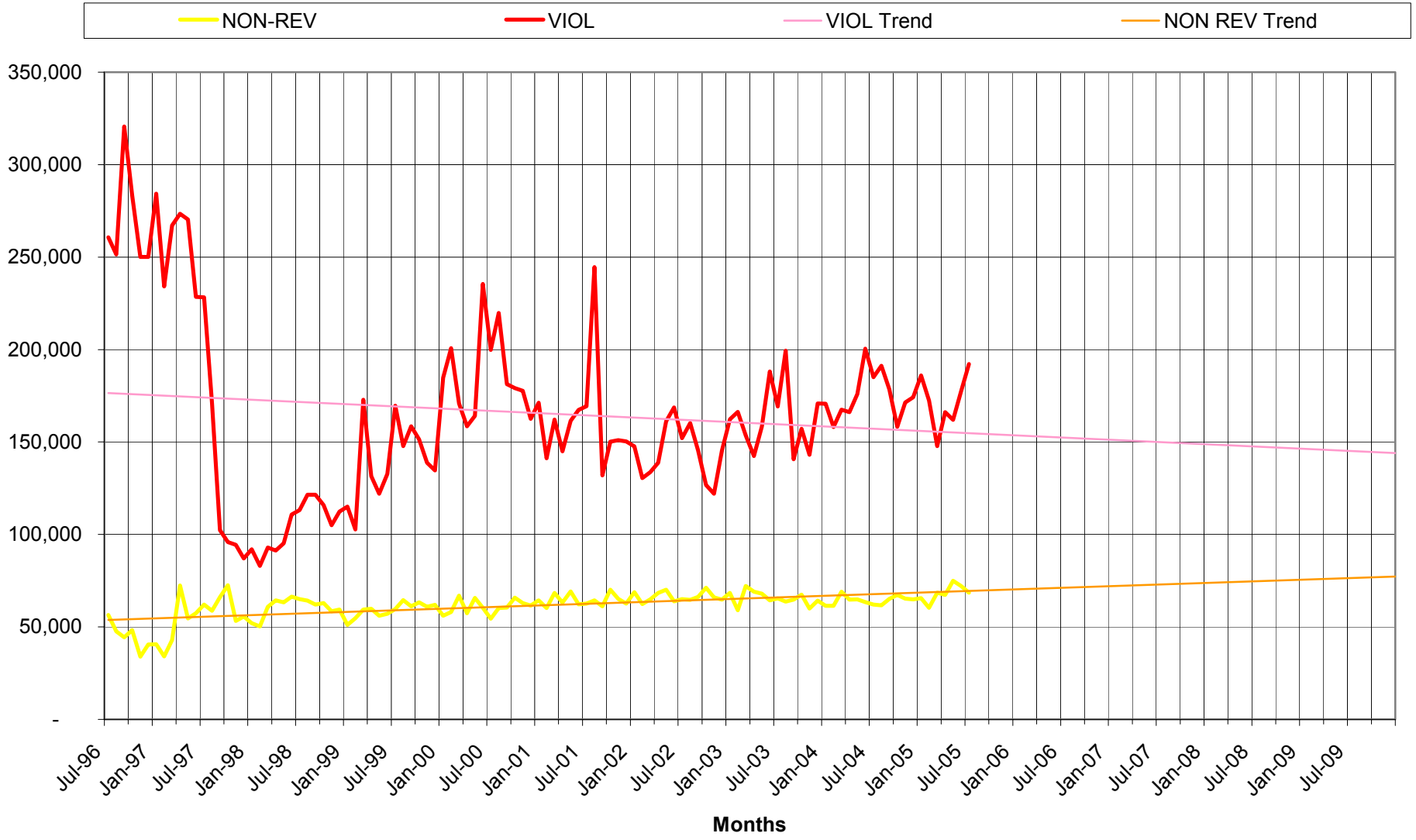



Monthly Statistical Transaction Data
CASH
AVI
NON-REV
VIOL
TOTAL
CASH Trend
AVI Trend
TOTAL Trend
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
Jul-99
Jan-00
Jul-00
Jan-01
Jul-01
Jan-02
Jul-02
Jan-03
Jul-03
Jan-04
Jul-04
Jan-05
Jul-05
Jan-06
Jul-06
Jan-07
Jul-07
Jan-08
Jul-08
Jan-09
Jul-09
Jan-10
Jul-10
Jan-11
Jul-11
Months

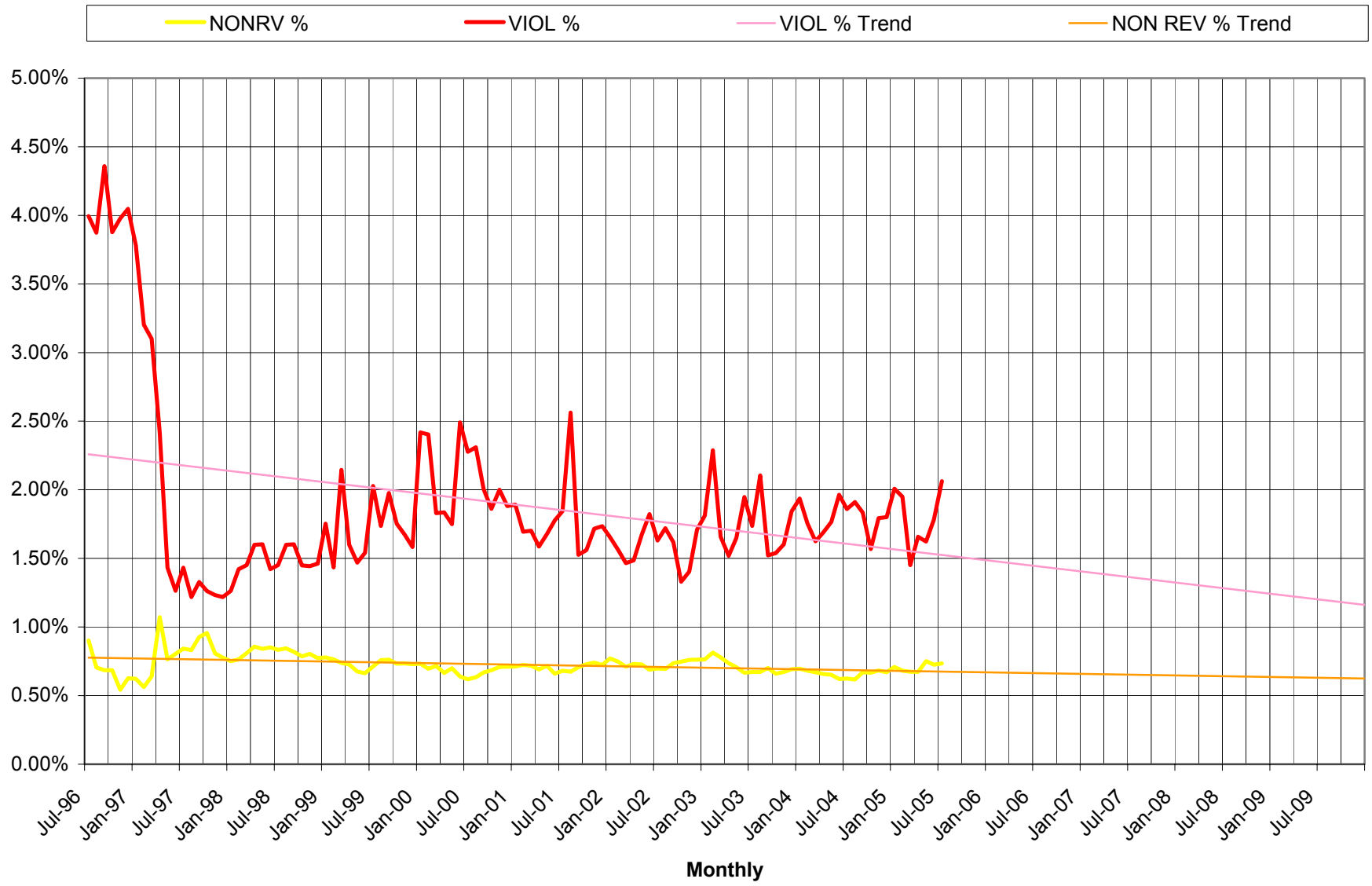
Monthly Statistical Transaction Percentage



Monthly Non-Revenue and Violation Data



Comparing Non-Revenue and Violation Percentages



MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	AVI %	NONRV %	VIOL %	CASH %
Jul-96	5,067,574	886,398	56,494	260,747	6,271,213	14.89%	0.90%	3.99%	85%
Aug-96	5,317,762	1,120,775	47,576	251,498	6,737,611	17.41%	0.71%	3.87%	83%
Sep-96	4,990,949	1,112,665	44,355	320,590	6,468,559	18.23%	0.69%	4.36%	82%
Oct-96	5,359,402	1,353,643	48,245	283,456	7,044,746	20.16%	0.68%	3.88%	80%
Nov-96	4,701,866	1,274,764	33,969	250,111	6,260,710	21.33%	0.54%	3.98%	79%
Dec-96	4,816,113	1,348,982	40,450	250,085	6,455,630	21.88%	0.63%	4.05%	78%
Jan-97	4,699,602	1,496,786	40,599	284,300	6,521,287	24.16%	0.62%	3.78%	76%
Feb-97	4,315,807	1,453,470	33,999	234,088	6,037,364	25.19%	0.56%	3.20%	75%
Mar-97	4,772,408	1,635,172	42,949	267,144	6,717,673	25.52%	0.64%	3.10%	74%
Apr-97	4,671,480	1,737,845	72,369	273,367	6,755,061	27.11%	1.07%	2.42%	73%
May-97	5,107,376	1,716,935	54,558	270,330	7,149,199	25.16%	0.76%	1.43%	75%
Jun-97	5,101,739	1,748,607	57,412	228,566	7,136,324	25.53%	0.80%	1.26%	74%
Jul-97	5,243,345	1,826,603	62,090	228,181	7,360,219	25.84%	0.84%	1.43%	74%
Aug-97	5,059,613	1,773,470	58,780	170,932	7,062,795	25.95%	0.83%	1.22%	74%
Sep-97	5,034,298	1,938,730	66,175	102,276	7,141,479	27.80%	0.93%	1.33%	72%
Oct-97	5,303,230	2,113,305	72,584	95,880	7,584,999	28.49%	0.96%	1.26%	72%
Nov-97	4,573,284	1,864,058	53,227	94,394	6,584,963	28.96%	0.81%	1.23%	71%
Dec-97	4,903,749	2,102,640	55,588	87,069	7,149,046	30.01%	0.78%	1.22%	70%
Jan-98	4,660,466	2,123,033	52,089	92,001	6,927,589	31.30%	0.75%	1.27%	69%
Feb-98	4,336,340	2,102,430	50,262	82,994	6,572,026	32.65%	0.76%	1.42%	67%
Mar-98	4,955,245	2,420,467	60,931	92,884	7,529,527	32.82%	0.81%	1.45%	67%
Apr-98	4,974,655	2,367,329	64,307	91,362	7,497,653	32.24%	0.86%	1.60%	68%
May-98	5,010,425	2,356,857	63,266	95,206	7,525,754	31.99%	0.84%	1.60%	68%
Jun-98	5,133,073	2,481,043	66,338	110,756	7,791,210	32.58%	0.85%	1.42%	67%
Jul-98	5,156,912	2,467,943	65,098	113,216	7,803,169	32.37%	0.83%	1.45%	68%
Aug-98	4,958,922	2,447,389	64,191	121,496	7,591,998	33.04%	0.85%	1.60%	67%
Sep-98	4,774,428	2,619,085	62,110	121,478	7,577,101	35.42%	0.82%	1.60%	65%
Oct-98	4,983,118	2,830,225	62,865	115,843	7,992,051	36.22%	0.79%	1.45%	64%
Nov-98	4,503,296	2,603,532	58,413	105,026	7,270,267	36.63%	0.80%	1.44%	63%
Dec-98	4,673,542	2,838,842	59,389	112,336	7,684,109	37.79%	0.77%	1.46%	62%
Jan-99	3,842,434	2,550,339	51,028	115,022	6,558,823	39.89%	0.78%	1.75%	60%
Feb-99	4,176,609	2,829,866	54,739	102,756	7,163,970	40.39%	0.76%	1.43%	60%
Mar-99	4,645,163	3,177,029	59,445	172,847	8,054,484	40.62%	0.74%	2.15%	59%
Apr-99	4,791,715	3,237,128	59,850	131,502	8,220,195	40.32%	0.73%	1.60%	60%
May-99	4,940,855	3,186,632	56,113	122,006	8,305,606	39.21%	0.68%	1.47%	61%
Jun-99	5,092,597	3,331,491	57,192	132,704	8,613,984	39.55%	0.66%	1.54%	60%

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 05									
Jul-04	4,495,470	5,204,450	62,129	185,035	9,947,084	7	53.65%	0.62%	1.86%
Aug-04	4,448,735	5,310,755	61,744	191,284	10,012,518	5	54.42%	0.62%	1.91%
Sep-04	4,189,641	5,295,440	65,186	178,449	9,728,716	10	55.83%	0.67%	1.83%
Oct-04	4,341,628	5,521,189	67,342	158,224	10,088,383	4	55.98%	0.67%	1.57%
Nov-04	3,850,925	5,461,780	65,243	171,352	9,549,300		58.65%	0.68%	1.79%
Dec-04	3,872,508	5,564,406	64,947	174,185	9,676,046		58.96%	0.67%	1.80%
Jan-05	3,522,451	5,487,641	65,593	186,014	9,261,699		60.91%	0.71%	2.01%
Feb-05	3,363,152	5,250,495	60,359	172,517	8,846,523		60.96%	0.68%	1.95%
Mar-05	3,594,116	5,189,544	68,563	147,718	10,180,217		59.08%	0.67%	1.45%
Apr-05	3,576,533	5,028,835	67,292	166,111	10,016,058		58.44%	0.67%	1.66%
May-05	3,552,649	4,977,609	74,926	161,955	9,980,512		58.35%	0.75%	1.62%
Jun-05	3,396,391	5,055,573	72,179	177,263	9,944,287		59.82%	0.73%	1.78%
Total	40,816,325	52,143,446	723,324	1,892,844	95,851,743		56.09%	0.75%	1.97%
YTD % Change	-15.14%	-1.49%	-6.14%	-6.16%	-11.36%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 04									
Jul-03	4,491,627	5,008,946	65,457	169,176	9,735,206	9	52.72%	0.67%	1.74%
Aug-03	4,402,220	4,806,021	63,653	199,370	9,471,264		52.19%	0.67%	2.10%
Sep-03	4,143,697	4,885,076	64,741	139,632	9,233,146		54.11%	0.70%	1.51%
Oct-03	4,538,308	5,450,456	67,457	157,195	10,213,416	2	54.57%	0.66%	1.54%
Nov-03	4,039,794	4,683,691	60,002	143,033	8,926,520		53.69%	0.67%	1.60%
Dec-03	4,123,216	4,910,948	64,220	170,826	9,269,210		54.36%	0.69%	1.84%
Jan-04	3,814,797	4,771,259	61,464	170,732	8,818,252		55.57%	0.70%	1.94%
Feb-04	3,862,476	4,919,586	61,409	158,038	9,001,509		56.02%	0.68%	1.76%
Mar-04	4,374,716	5,688,904	69,071	167,435	10,300,126	1	56.53%	0.67%	1.63%
Apr-04	4,259,783	5,347,445	64,726	166,133	9,838,087	8	55.66%	0.66%	1.69%
May-04	4,434,383	5,284,979	64,971	175,931	9,960,264	6	54.38%	0.65%	1.77%
Jun-04	4,523,855	5,420,872	63,456	200,438	10,208,621	3	54.51%	0.62%	1.96%
Total	51,008,872	61,178,183	770,627	2,017,939	114,975,621		54.53%	0.67%	1.76%
YTD % Change	3.78%	7.89%	-3.56%	10.70%	5.99%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 03									
Jul-02	4,427,380	4,679,859	65,031	152,072	9,324,342		51.39%	0.70%	1.63%
Aug-02	4,395,143	4,689,008	64,594	160,209	9,308,954		51.62%	0.69%	1.72%
Sep-02	4,150,289	4,627,540	66,265	145,375	8,989,469		52.72%	0.74%	1.62%
Oct-02	4,275,323	5,057,636	71,208	126,755	9,530,922		54.19%	0.75%	1.33%
Nov-02	3,971,983	4,531,481	66,034	122,041	8,691,539		53.29%	0.76%	1.40%
Dec-02	3,893,225	4,403,978	64,835	145,372	8,507,410		53.08%	0.76%	1.71%
Jan-03	3,890,416	4,833,462	68,443	162,233	8,954,554		55.40%	0.76%	1.81%
Feb-03	3,117,475	3,921,450	59,059	166,277	7,264,261		55.71%	0.81%	2.29%
Mar-03	4,106,259	4,929,726	72,146	153,599	9,261,730		54.56%	0.78%	1.66%
Apr-03	4,133,313	5,031,518	69,080	142,456	9,376,367		54.90%	0.74%	1.52%
May-03	4,357,290	5,026,434	68,008	158,408	9,610,140		53.57%	0.71%	1.65%
Jun-03	4,432,997	4,972,355	64,401	188,078	9,657,831		52.87%	0.67%	1.95%
Total	49,151,093	56,704,447	799,104	1,822,875	108,477,519		53.57%	0.74%	1.68%
YTD % Change	-4.53%	3.23%	1.88%	-2.93%	-0.55%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 02									
Jul-01	4,586,702	4,367,096	62,640	169,426	9,185,864		48.77%	0.68%	1.84%
Aug-01	4,664,438	4,568,304	64,303	244,560	9,541,605		49.48%	0.67%	2.56%
Sep-01	4,206,906	4,244,370	61,195	131,902	8,644,373		50.22%	0.71%	1.53%
Oct-01	4,511,164	4,884,139	70,154	150,143	9,615,600		51.98%	0.73%	1.56%
Nov-01	4,146,506	4,435,144	65,151	150,965	8,797,766		51.68%	0.74%	1.72%
Dec-01	4,167,306	4,285,922	62,648	150,388	8,666,264		50.70%	0.72%	1.74%
Jan-02	4,047,414	4,662,893	68,824	147,704	8,926,835		53.53%	0.77%	1.65%
Feb-02	3,795,185	4,357,469	62,356	130,471	8,345,481		53.45%	0.75%	1.56%
Mar-02	4,208,621	4,712,284	64,903	133,726	9,119,534		52.82%	0.71%	1.47%
Apr-02	4,256,809	4,878,171	68,329	138,728	9,342,037		53.40%	0.73%	1.48%
May-02	4,480,387	4,922,197	70,085	161,142	9,633,811		52.35%	0.73%	1.67%
Jun-02	4,412,708	4,611,595	63,797	168,712	9,256,812		51.10%	0.69%	1.82%
Total	51,484,146	54,929,584	784,385	1,877,867	109,075,982		51.62%	0.72%	1.72%
YTD % Change	-7.14%	7.09%	4.17%	-9.22%	-0.44%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 01									
Jul-00	4,760,711	3,761,539	54,386	199,869	8,776,505		44.14%	0.62%	2.28%
Aug-00	5,038,059	4,192,699	60,256	219,736	9,510,750		45.42%	0.63%	2.31%
Sep-00	4,762,275	4,040,129	60,449	181,279	9,044,132		45.90%	0.67%	2.00%
Oct-00	4,961,940	4,417,019	65,862	179,185	9,624,006		47.09%	0.68%	1.86%
Nov-00	4,518,019	4,116,872	62,953	177,632	8,875,476		47.68%	0.71%	2.00%
Dec-00	4,409,687	4,007,501	61,506	162,547	8,641,241		47.61%	0.71%	1.88%
Jan-01	4,404,493	4,407,183	64,416	171,215	9,047,307		50.02%	0.71%	1.89%
Feb-01	4,068,225	4,068,794	60,272	141,252	8,338,543		50.00%	0.72%	1.69%
Mar-01	4,614,522	4,684,834	68,419	162,163	9,529,938		50.38%	0.72%	1.70%
Apr-01	4,476,550	4,448,808	63,148	144,959	9,133,465		49.84%	0.69%	1.59%
May-01	4,719,740	4,670,164	69,147	161,465	9,620,516		49.74%	0.72%	1.68%
Jun-01	4,706,054	4,477,974	62,171	167,383	9,413,582		48.76%	0.66%	1.78%
Total	55,440,275	51,293,516	752,985	2,068,685	109,555,461		48.06%	0.69%	1.89%
YTD % Change	-1.55%	16.40%	2.30%	2.65%	6.23%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 00									
Jul-99	4,921,416	3,216,183	59,697	169,656	8,366,952		39.52%	0.71%	2.03%
Aug-99	4,941,955	3,357,885	64,503	147,786	8,512,129		40.46%	0.76%	1.74%
Sep-99	4,501,104	3,296,901	61,166	158,508	8,017679		42.28%	0.76%	1.98%
Oct-99	4,843,975	3,571,368	63,248	151,377	8,629,968		42.44%	0.73%	1.75%
Nov-99	4,582,315	3,514,562	60,945	138,850	8,296,672		43.41%	0.73%	1.67%
Dec-99	4,668,923	3,639,491	62,007	134,572	8,504,993		43.80%	0.73%	1.58%
Jan-00	4,018,312	3,384,883	56,082	184,800	7,644,077		45.72%	0.73%	2.42%
Feb-00	4,392,971	3,697,675	58,110	200,702	8,349,458		45.70%	0.70%	2.40%
Mar-00	4,872,897	4,223,297	66,868	170,815	9,333,877		46.43%	0.72%	1.83%
Apr-00	4,597,475	3,822,946	57,360	158,547	8,636,328		45.40%	0.66%	1.84%
May-00	4,952,469	4,204,721	65,670	164,172	9,387,032		45.92%	0.70%	1.75%
Jun-00	5,016,817	4,138,109	60,392	235,435	9,450,753		45.20%	0.64%	2.49%
Total	56,310,629	44,068,021	736,048	2,015,220	103,129,918		43.90%	0.71%	1.95%
YTD % Change	-0.40%	29.16%	3.61%	37.44%	11.09%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 99									
Jul-98	5,156,912	2,467,943	65,098	113,216	7,803,169		32.37%	0.83%	1.45%
Aug-98	4,958,922	2,447,389	64,191	121,496	7,591,998		33.04%	0.85%	1.60%
Sep-98	4,774,428	2,619,085	62,110	121,478	7,577,101		35.42%	0.82%	1.60%
Oct-98	4,983,118	2,830,225	62,865	115,843	7,992,051		36.22%	0.79%	1.45%
Nov-98	4,503,296	2,603,532	58,413	105,026	7,270,267		36.63%	0.80%	1.44%
Dec-98	4,673,542	2,838,842	59,389	112,336	7,684,109		37.79%	0.77%	1.46%
Jan-99	3,842,434	2,550,339	51,028	115,022	6,558,823		39.89%	0.78%	1.75%
Feb-99	4,176,609	2,829,866	54,739	102,756	7,163,970		40.39%	0.76%	1.43%
Mar-99	4,645,163	3,177,029	59,445	172,847	8,054,484		40.62%	0.74%	2.15%
Apr-99	4,791,715	3,237,128	59,850	131,502	8,220,195		40.32%	0.73%	1.60%
May-99	4,940,855	3,186,632	56,113	122,006	8,305,606		39.21%	0.68%	1.47%
Jun-99	5,092,597	3,331,491	57,192	132,704	8,613,984		39.55%	0.66%	1.54%
Total	56,539,591	34,119,501	710,433	1,466,232	92,835,757		37.63%	0.77%	1.58%
YTD % Change	-4.47%	33.96%	-2.10%	9.10%	7.04%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 98									
Jul-97	5,243,345	1,826,603	62,090	228,181	7,360,219		25.84%	0.84%	3.10%
Aug-97	5,059,613	1,773,470	58,780	170,932	7,062,795		25.95%	0.83%	2.42%
Sep-97	5,034,298	1,938,730	66,175	102,276	7,141,479		27.80%	0.93%	1.43%
Oct-97	5,303,230	2,113,305	72,584	95,880	7,584,999		28.49%	0.96%	1.26%
Nov-97	4,573,284	1,864,058	53,227	94,394	6,584,963		28.96%	0.81%	1.43%
Dec-97	4,903,749	2,102,640	55,588	87,069	7,149,046		30.01%	0.78%	1.22%
Jan-98	4,660,466	2,123,033	52,089	92,001	6,927,589		31.30%	0.75%	1.33%
Feb-98	4,336,340	2,102,430	50,262	82,994	6,572,026		32.65%	0.76%	1.26%
Mar-98	4,955,245	2,420,467	60,931	92,884	7,529,527		32.82%	0.81%	1.23%
Apr-98	4,974,655	2,367,329	64,307	91,362	7,497,653		32.24%	0.86%	1.22%
May-98	5,010,425	2,356,857	63,266	95,206	7,525,754		31.99%	0.84%	1.27%
Jun-98	5,133,073	2,481,043	66,338	110,756	7,791,210		32.58%	0.85%	1.42%
Total	59,187,723	25,469,965	725,637	1,343,935	86,727,260		30.09%	0.84%	1.55%
YTD % Change	0.45%	50.83%	26.64%	-57.66%	9.01%				

Annual Transaction Data

MONTH	CASH	AVI	NON-REV	VIOL	TOTAL	RANKING	AVI %	NONRV %	VIOL %
FY 97									
Jul-96	5,067,574	886,398	56,494	260,747	6,271,213		14.89%	0.90%	4.16%
Aug-96	5,317,762	1,120,775	47,576	251,498	6,737,611		17.41%	0.71%	3.73%
Sep-96	4,990,949	1,112,665	44,355	320,590	6,468,559		18.23%	0.69%	4.96%
Oct-96	5,359,402	1,353,643	48,245	283,456	7,044,746		20.16%	0.68%	4.02%
Nov-96	4,701,866	1,274,764	33,969	250,111	6,260,710		21.33%	0.54%	3.99%
Dec-96	4,816,113	1,348,982	40,450	250,085	6,455,630		21.88%	0.63%	3.87%
Jan-97	4,699,602	1,496,786	40,599	284,300	6,521,287		24.16%	0.62%	4.36%
Feb-97	4,315,807	1,453,470	33,999	234,088	6,037,364		25.19%	0.56%	3.88%
Mar-97	4,772,408	1,635,172	42,949	267,144	6,717,673		25.52%	0.64%	3.98%
Apr-97	4,671,480	1,737,845	72,369	273,367	6,755,061		27.11%	1.07%	4.05%
May-97	5,107,376	1,716,935	54,558	270,330	7,149,199		25.16%	0.76%	3.78%
Jun-97	5,101,739	1,748,607	57,412	228,566	7,136,324		25.53%	0.80%	3.20%
FY 96-97	58,922,078	16,886,042	572,975	3,174,282	79,555,377		22.27%	0.72%	3.99%
YTD % Change									

6 CHAPTER PROJECT LISTING

6.1 Project Listing Summary

The Project Listing section of the Plan shows all known projects for the Dulles Toll Road. The listing is divided into two sections by funding type. The sections include Maintenance Reserve Projects and Dulles Toll Road Improvement Projects.

The Maintenance Reserve Projects are paid out of the maintenance reserve fund for the Dulles Toll Road. These projects are maintenance projects that are needed to replace or improve items on the Dulles Toll Road, which have more than one year of useful life. The funds for these projects are set aside from the toll revenue after paying for the operating expenses of the road. The funds are not project specific and the fund balance at the end of fiscal year 2004 is $12,504,453. For several years no money was set aside for these projects due to the amount of money in the fund and the limited expenditures out of the fund for these projects. Currently, the Dulles Toll Road has a backlog of maintenance replacement projects that need to be accomplished. The Dulles Toll Road has requested that at the end of fiscal year 2005 that $2,000,000 be transferred to the fund balance to fund the latter years of this plan. Innovative Finance and Revenue Operations management has agreed to continue to set aside funds at the end of every fiscal year provided that these projects are moving forward.

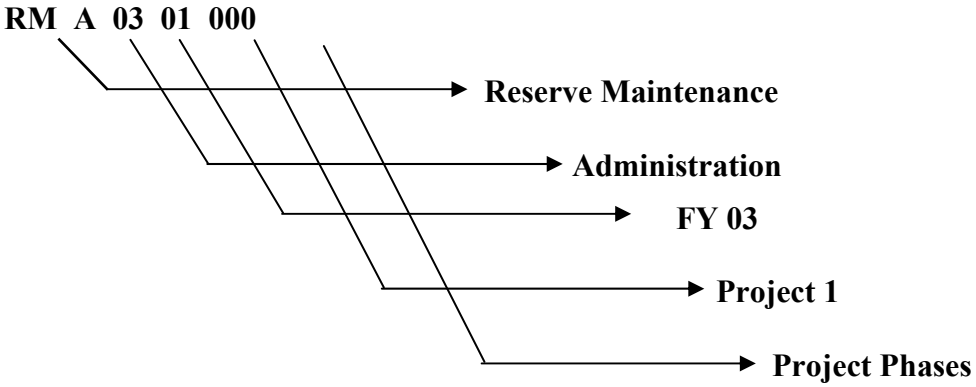
The most significant project shown in the maintenance reserve listing is the replacement of the Automated Revenue Collection System (ARCS). This will upgrade the toll collection system that is outdated, and not robust enough to handle the traffic volumes of the road. The original estimated cost of upgrading the system is $8,000,000. There is substantial work to be done in the areas of bridge restoration and sound wall repairs, which together are estimated to cost $6,348,148. The listing shows significant expenditures for both guardrail replacement and resurfacing the pavement of the entire road. The Business Plan for fiscal year 2006 includes funds to replace the electrical equipment cabinets, additional physical security for tollbooths on the ramps and the replacement of guardrail that separates the Dulles Toll Road from the Dulles Airport Access Road.

The Dulles Toll Road Improvement Projects are project specific. The funds for these projects are paid for out of the Dulles Toll Road revenue after all other expenses, including operating expenses, maintenance reserve funding, and the debt service have been paid; the formula which is set by the Commonwealth Transportation Board (CTB) is 15% for Dulles Toll Road improvement projects and 85% for the transit set-aside projects.

The Dulles Toll Road improvement fund at the end of fiscal year 2004 has an assumed balance of $29,783,846. The majority of the projects shown on the listing already have funds allocated to their completion or the funds are to be allocated during the period of the Plan. There are two projects that the Dulles Toll Road is requesting that are not shown in other VDOT documents. The first project is the addition of an additional Smart Tag only lane in each direction at the Main Toll Plaza. The estimated cost of the project is $1,390,000. The second project is the addition of exit and on ramps from the Western end of the Dulles Toll Road to the Wolf Trap Exit.

6.2 Project Identification Numbering Scheme

In order to facilitate tracking of projects at the Dulles Toll Road, a unique DTR project identification (ID) has been developed and assigned to each project. The DTR Project ID is a ten digit alphanumeric code. There are three different project types mirroring the funding descriptions for each project.



6.3 Reserve Maintenance Projects

The first type of project includes projects that will be paid for out the reserve maintenance funding. RMA0301000 is an example of a DTR Project ID. The first two digits represent the funding source in this case Reserve Maintenance. The third digit identifies where the work will be accomplished, i.e. A for administration, P for plazas, and R for the road. In the example above, the project is for replacing the vault elevator in the administrative building. The funding source for this project is the reserve maintenance fund, since the elevator is located in the administrative building the next letter is A. The next two digits show the fiscal year in which the project was first identified, in this case fiscal year 2003. The following two digits, in this case 01, show the specific DTR project number and the last three digits will be used to identify phases of the primary project.

6.4 DTR Improvements Projects

The alphanumeric scheme is the same for all project types. The second project type includes DTR improvement projects. These projects are funded from the 15% allocation set aside for DTR improvement. As an example, the DTR administrative building expansion has DTR Project ID of SDA0301000. The SD indicates that the funding source is set aside DTR. The third digit, A, indicates that the work will be at the administrative building. The next two digits, in this case 01, show the specific DTR project number and the last three digits will be used to identify phases of the primary project.

Each project ID is unique to the Dulles Toll Road and provides the management with information critical to managing.

6.5 DTR Project Cost Summary

DULLES TOLL ROAD PROJECT COST SUMMARY												
	DTR	VDOT	Prior	Expenditures		Plan Period						Project
Project Description	Project ID	Project ID	Funding	To Date	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total
Bridge Restoration	RMR0301000		-	-	350,000	350,000	360,500	371,315	382,454	393,928	405,746	$ 2,613,943
Pavement Resurfacing Minor	RMR0303000		-	564,664	-	1,000,000	-	-	-	-	-	$ 1,000,000
Pavement Resurfacing Major	RMR0304000		-	-	-	8,460,000	-	-	-	-	-	$ 8,460,000
Signage Upgrade	RMP0306000		-	-	-	50,000	10,000	10,300	10,609	10,927	11,255	$ 103,091
Sound Wall Repair	RMR0307000		-	-	500,000	500,000	515,000	530,450	546,364	562,754	579,637	$ 3,734,205
ARCS Replacement Project	RMP0308000		-	-	-	1,648,000	1,697,440	1,748,363	1,800,814	1,854,839	-	$ 8,749,456
Refurbish Toll Plazas	RMP0309000		-	170,000	-	75,000	50,000	-	-	-	-	$ 125,000
Replace Elect. Equip Cabinets	RMP0401000		-	-	-	761,210	807,070	-	-	-	-	$ 1,568,280
Guardrail Replacement	RMR060100		-	-	-	250,000	200,000	-	-	-	-	$ 450,000
Tollbooth Security Ramps	RMP060200		-	-	-	70,000	-	-	-	-	-	$ 70,000
Unallocated Reserve Fund			12,504,453	-	-	-	-	-	-	-	-	-
Subtotal			12,504,453	734,664	850,000	13,164,210	3,640,010	2,660,428	2,740,241	2,822,448	996,638	$ 26,873,976
Admin Building Expansion	SDA0301000	UPC00068272	2,481,000	129,480	-	500,000	-	-	-	-	-	$ 2,981,000
Hunter Mill Interchange	SDR0302000	0267-029-107	4,879,000	1,276,449	-	-	-	-	-	-	-	$ 4,879,000
I-495 Interchange Improve	SDR0303000	0267-029-110	6,640,000	4,140,571	228,009	238,730	-	-	-	-	-	$ 7,106,739
DTR Maint Dept Relocation	SDA0304000		-	-	-	-	393,382	-	-	-	-	$ 393,382
Open Lane Modifications	SDP0305000	0267-029-109	5,906,000	3,880,975	-	(227,276)	-	-	-	-	-	$ 5,678,724
Other Hwy Improvements	SDR0306000	UPC70274	-	-	-	-	-	2,200,000	3,027,000	3,617,000	3,740,000	$ 12,584,000
Spring Hill W Ramp Improve	SDP0307000	0267-029-108	3,733,000	3,359,356	-	-	-	-	-	-	-	$ 3,733,000
Variable Message Sign Install	SDR0308000	UPC70269	1,279,000	-	-	-	-	-	-	-	-	$ 1,279,000
Video Security Toll Booths	SDP0309000	UPC70270	327,700	-	-	50,000	-	-	-	-	-	$ 377,700
Video Enforcement System	SDP0310000		2,791,300	86,973	-	641,700	-	-	-	-	-	$ 3,433,000
Replace Vault Elevator	SDA0311000		270,000	-	-	-	-	-	-	-	-	$ 270,000
Building Security Upgrade	SDA0312000	0267-029-111	105,000	-	-	50,000	-	-	-	-	-	$ 155,000
Toll Booth Refurbishments	SDP0313000	0267-029-104	2,890,000	157,319	-	-	-	-	-	-	-	$ 2,890,000
Herndon Monroe Integration	SDP0401000		-	-	-	-	175,450	-	-	-	-	$ 175,450
Additional Smart Tag MP	SDP060100		-	-	-	695,000	695,000	-	-	-	-	$ 1,390,000
Wolf Trap Intersection	SDR06200		-	-	-	-	-	-	-	-	-	$ -
Subtotal				13,031,122	228,009	1,948,154	1,263,832	2,200,000	3,027,000	3,617,000	3,740,000	$ 47,325,995
COLUMN TOTAL				13,765,786	1,078,009	15,112,364	4,903,842	4,860,428	5,767,241	6,439,448	4,736,638	$ 74,199,971

6.2.1 Bridge Restoration
DTR Project Number: RMR 0301000

The Dulles Toll Road has 39 structures that are maintained and classified as bridges. The Northern Virginia District Bridge Section of VDOT is responsible for monitoring, repairing, upgrading and the replacement of the structures and bridges on the Dulles Toll Road. Bridges and structures are inspected on a scheduled basis and assigned a rating signifying the condition of the structure.

The project is to fund and implement an on going program for the inspection, maintenance and replacement of the DTR structures. The project will develop a preventative and restorative program for the structures allowing for the early identification of problems, deficiencies and solutions to be implemented to ensure the viability of the assets.

Currently, the NOVA Bridge Section is developing a more detailed estimate for the bridges and preparing a schedule for a sustainable and repetitive maintenance program. However, preliminary estimates from the Bridge section indicate that DTR needs to set aside at least $350,000 annually to fund this program.

Fiscal Year 2005 Update:
The NOVA Bridge section has not worked on this project because it was determined that the sound wall failures on the Dulles Toll Road took precedent. The bridge section is still rating the bridges on the DTR and a schedule for repair and maintenance will be developed. The funding should remain the same to insure that funds are available when the bridge repairs are scheduled.

Fiscal Year 2006 Update:
The NOVA Bridge section has determined that all the canopy structures need to be inspected, and that this should be done no less often then every five years. The staff of the Dulles Toll Road is incorporating this requirement into a scope of work for a comprehensive contract to inspect and repair the bridges and canopy structures. The goal of the Dulles Toll Road staff is have scope of work completed by July 2005. Due to increased costs for the DTR sound wall repairs, funding for the FY05 and FY06 bridge repairs has been moved to the sound wall project. The NOVA District Bridge Section agrees that the bridge repairs can be postponed.

Estimated Cost: $350,000 annually
Source of this Cost Estimate: NOVA Bridge Section Appendix A Nicholas Roper email dated 11/12/02.
Prior Funding: No
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2006
Project Completion Date: FY 2011

6.2.2 Pavement Resurfacing Minor
DTR Project Number: RMR 0303000

The existing concrete pavement at entry and exit ramps both eastbound and westbound of the Dulles Toll Road has deteriorated and does not meet VDOT pavement standards. The concrete pavement has numerous cracks and potholes and is in an overall state of disrepair. The locations with the worst conditions have been identified for resurfacing.

The project will fund these repairs, allow for a contractor to be procured and insure that the replacement is done within time and budget constraints. A schedule is to be developed identifying the locations for repair or replacement along with a timeline by location showing the phases of repair.

Fiscal Year 2005 Update:

The scope of work for the materials has been defined as of January 29, 2003. NOVA Interstate Maintenance is developing a contract to resurface ramps and the DTR resurfacing will be incorporated in that project. Interstate advertised the concrete resurfacing project in January 2004 and anticipates work to begin in Spring 2004. The cost estimate for this project has been increased from $500,000 to $700,000 to reflect additional locations that are now in need of repair.

Fiscal Year 2006 Update:

The concrete portion of the Minor pavement resurfacing was completed in November 2004. Concrete was replaced at the Main Toll Plaza and the exit and entrance ramps to the Dulles Toll Road. This calendar year the asphalt portion of this project is scheduled to begin. The asphalt portion of the contract is estimated to be $1,000,000. The Pavement Resurfacing Minor project has been combined with the Pavement Resurfacing Major Project to take advantage of lower unit prices. See Pavement Resurfacing Major Project for status.

Estimated Cost: $1,000,000 Contract Cost: $564,664.00
Source of this Cost Estimate: VDOT NOVA Materials Section Memorandum from Rob Wilson July 8, 2002 and $100,000 for pavement markings from NOVA Interstate Maintenance Meeting with DTR 2/4/03 Updated estimate by Bryant Smith email dated January 15, 2004. Appendix B.
Prior Funding: No
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2005

6.2.3 Pavement Resurfacing Major
DTR Project Number: RMP 0304000

The road surface of the DTR is presently at the mid-point of useful pavement life. It is anticipated that significant portions of the pavement will require overlay during the latter years of this plan. Any overlay would obliterate existing pavement markings, and therefore necessitate the existing road markings be restored. Pavement markings are typically estimated at 40 % of the cost of the paving operation.

The project will fund the overlay allowing for a contractor to be procured and insure that the replacement is done within time and budget constraints. A schedule is to be developed identifying the locations for repair or replacement along with a timeline by location showing the phases of repair. The project has been forwarded to FY 05 at the recommendation of the DTR maintenance section**.**

Fiscal Year 2005 Update:

Major pavement resurfacing was previously projected to take place during FY 2007 and FY 2008. However, the most recent pavement rating study indicates the road surface of the Dulles Toll Road has deteriorated at a faster pace than originally anticipated. This can be attributed to the increased chemical treatment required during the most recent winters. Based on the pavement ratings, significant portion of the roadway will need to be milled and repaved during FY 2005 and FY 2006. The cost estimate for this project has been increased from $5,672,660 to $6,645,116 to reflect the additional costs associated with engineering, contingencies and pavement markings that had not been accounted for in the original estimate.

Fiscal Year 2006 Update:

The need to resurface the entire Dulles Toll Road is increasing and the project is expected to start in calendar year 2005. The cost of the project continues to increase due to increased contingency costs, increased cost of raw materials and the demand for construction in the area. Due to the RFP requirement the Pavement Resurfacing Minor Project has been combined with the Pavement Resurfacing Major Project. DTR was informed on June 1, 2005 that the bid for the pavement had been opened and a Notice to Award the contract to Virginia Paving has been issued. Work is due to commence in July 2005. The work will not include paving the Westbound Main Line lanes which will not be started until spring 2006. Paving of the ramps began in July 2005 and as of September 2005 was in progress.

Estimated Cost: $8,460,000
Prior Funding: No
Source of this Cost Estimate: Joint estimate of DTR Maintenance and NOVA Materials Sections, Appendix C.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2005
Project Completion Date: FY 2006

6.2.4 Signage Upgrade
DTR Project Number: RMP 0306000

Overhead and ground mounted signs throughout the DTR corridor are deteriorating due to age and weather conditions, as well as being damaged from vehicular impacts. The program is necessary to maintain the directional and informational standard of the current signage and provide for the safe and efficient passage of the traveling public. Further, the DTR receives routine complaints from patrons regarding confusing signage at the plazas. The VDOT toll facilities have no set standard for plaza signs and the Toll Facilities Directors group is investigating setting a standard for VDOT toll plaza signs. The signage upgrades will incorporate changes to reflect VDOT's joining of E-ZPass.

The program will identify existing signage for replacement and improvement. Any new standards for VDOT toll facilities will also be implemented. A schedule will be developed to address signage upgrade or replacement at selected eastbound and westbound locations.

Fiscal Year 2005 Update:
VDOT has joined the IAG and will be installing E-ZPass on the Dulles Toll Road by the end of calendar year 2004. At that point, some of the signage will need to be replaced to incorporate this change. A schedule still needs to be developed for this project identifying the signs that need replacement.

Fiscal Year 2006 Update:
The Dulles Toll Road implemented E-ZPass in October 2004 and all the signs were upgraded and installed by the implementation date. The CTB decided on February 17, 2005 to increase the toll on the Dulles Toll Road to help fund the extension of Metro. Due to this decision, the signs showing the fares for the Dulles Toll Road will need to be replaced by the anticipated May 2005 toll increase. Signage has been upgraded to reflect the new toll fare and the expanded capacity at the intersection of I-495 and the Dulles Toll Road.

Estimated Cost: $50,000 initially and $10,000 per fiscal year starting FY 07
Prior Funding: No
Source of this Cost Estimate: DTR Maintenance Section, Appendix D.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2009

6.2.5 Sound Wall Repair
DTR Project Number: RMR 0307000

The DTR has approximately 40,000 feet of sound walls. The NOVA District Bridge Section has responsibility for maintenance of DTR sound walls. The sound walls have not been adequately maintained and are in poor condition. Additionally, the eastbound and westbound sound walls between Route 7 and Hunter Mill Road have experienced widespread areas of de-lamination. The area has been inspected and stabilized, but requires major repairs to restore the acoustic qualities of the sound walls.
The project will identify, fund and schedule sound wall repairs or replacements. A preventative maintenance program needs to be enacted to insure that the sound walls are routinely inspected, and maintained.

Fiscal Year 2005 Update:
A contractor has been selected and is developing an estimate showing the panels to be repaired and the cost. There are two sections of sound wall that are being repaired. These sections were identified as needing immediate repair. The repairs are scheduled to be completed in Spring 2004. The bridge section will continue to contract the repairs by priority. However, preliminary estimates from the Bridge section indicate that DTR needs to set aside $500,000 annually to fund this program.

Fiscal Year 2006 Update:
The Bridge Section has received an engineering solution to one of the emergency repairs but it is still being reviewed, the other emergency repair is scheduled to be constructed before July 2005. A contract and scope of work remains to be developed to identify, engineer and schedule sound wall repairs or replacements. The goal of the Dulles Toll Road is to complete the scope of work by August 2005. A RFP for sound wall repairs was issued and the bids were not acceptable due to the variation in pricing from the bidders. Discussions have ensued ove whether to replace or repair the sound walls. The DTR has approved replacing the sound walls. However, the expense of this effort will be substantially more than originally estimated. Therefore, the DTR Director has agreed to combine the FY05 and FY06 funding at $500,000 annually along with the funds set aside for bridge repairs at $350,00 annually for FY05 and FY06, to insure that funding for this project is available. The NOVA District Bridge section has started working on replacement of the sound walls at Wolf Trap. They had test bores taken in August and the contractor is scheduled to start the replacement work in late fall.

Estimated Cost: $500,000 annually
Prior Funding: No
Source of this Cost Estimate: NOVA Bridge Section email dated 10/04/02 from Saleh Said Appendix E.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2011

6.2.6 ARCS Replacement Project
DTR Project Number: RMP 0308000

The current toll collection system at the DTR is called Automated Revenue Collection System (ARCS). The current system has been in place since 1996 and, according to the vendor Transcore, is currently at its half-life point. As with most technology the life expectancy is debatable and is subject to part and component availability.

Replacing this system with a newer state of the art system will require tremendous prior planning and extensive definition of system requirements. It is necessary to start this project now in order to be in a position to replace the system prior to its failure or to failure caused by inability of the current vendor to obtain parts. The project will at a minimum cover the installation of new host computers, operating system, and application software, networking equipment and cabling within the computer room.

Transcore Inc. has proposed a limited upgrade to the existing ARCS system, which is being evaluated.

Fiscal Year 2005 Update:

The staff of the Dulles Toll Road and Transcore has ongoing discussions about what parts of the system need upgrading and replacement. The requirements for this replacement are to be defined this fiscal year. A scope of work will be developed and submitted to various sections for their review including Innovative Revenue and Finance Central Office staff and the Internal Audit sections.

Fiscal Year 2006 Update:

The on-going discussions between the staff of the Dulles Toll Road and Transcore continue. However, the new Systems Administrator has begun defining the contract requirements and inventorying available systems and upgrades for the ARCS system. The contract will need VITA approval and the staff of the Dulles Toll Road is working on educating itself as to those requirements. The estimate of $8,000,000 was received in 2002 and may have increased. However, the project to replace the electrical equipment cabinets includes some items that were included in the ARCS estimate, which may offset the anticipated increase. The Systems Administrator has been working on the renewal of the Transcore Maintenance contract which is due to be in place by October 15, 2005. The replacement of the coin machines, which is part of the ARCS upgrade, will be driven by the Toll booth Replacement Project; the actual coin machine installation will be in the new tollbooths and will be completed at the time of installation. The staff of the DTR will be defining reporting requirements for ARCS during the fall 2005.

Estimated Cost: $8,000,000
Prior Funding: No
Source of this Cost Estimate: Transcore Inc. Preliminary Statement of Work dated 7/26/02 is stated as present day dollars. See Appendix F.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2005
Project Completion Date: FY 2009

6.2.7 Refurbish Toll Plazas
DTR Project Number: RMP 0309000

The Dulles Toll Road has a total of twenty-one plazas including the one being constructed at Springhill Road West. The physical toll plazas of the Dulles Toll Road have not been refurbished or maintained in several years. The plazas are dirty, the concrete is in poor condition and the canopies are covered in exhaust. Currently the plazas are in a state of disrepair.

The project is designed to develop an ongoing maintenance plan for all twenty-one of the toll plazas. Funding needs to be identified and set aside for the project. A plan will be developed listing the plazas in order of their need for repair. The plazas will be ranked according to their current shape and plan for refurbishment for each will be detailed. Work to a plaza might include sandblasting the concrete, stripping and painting the canopy supports, cleaning the canopy, replacing the vegetation, inspecting the mountings for signs and other supports.

Fiscal Year 2005 Update:

The DTR maintenance section is developing a scope of work for the canopy painting and replacement of the canopy ceiling. The toll plazas have been assessed for lead based paint and other environmental concerns. The DTR will try to coordinate this work with the Toll Booth Refurbishment project.

Fiscal Year 2006 Update:

The DTR maintenance section had the canopies cleaned and painted at all toll plazas during 2004. Additionally, new canopy lighting has been installed at the Main Toll Plaza. The DTR will continue to pursue new canopy lighting at all the ramp locations. The DTR maintenance staff is currently developing a schedule for upgrading the lighting at each toll plaza. The maintenance section has informed the Director that the costs for this project are increasing. However, the maintenance staff is pursuing the project and is currently working on the Wiehle Avenue East toll plaza. The maintenance staff finished both Wiehle Avenue toll plazas.

A decision was made that the remaining parts, lights, for this project should be procured at one time and kept in inventory. The estimate for the lights is approximately, $60,000 and due to the costs the procurement is being handled in Central Office.

Estimated Cost: $125,000
Prior Funding: No
Source of this Cost Estimate: Dulles Toll Road Maintenance Section, Appendix G.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2005

6.2.8 Replace Electrical Equipment Cabinets
DTR Project Number: RMP 0401000

Fiscal Year 2005 Update:

The Dulles Toll Road has a total of twenty-one plazas. Each plaza has an electrical equipment housing to hold the electrical, telephonic and computer connections. With the exception of the new plaza at Spring Hill Road West, they are the original cabinets and have not been replaced in years. The cabinets are deteriorating, which increases the number of failures for the toll system.

The project is designed to replace all the equipment cabinets at each plaza except the Spring Hill West plaza, which already has the new equipment cabinet. The plan will be to replace the equipment cabinet at the time of the Toll Booth Refurbishment for that plaza. The equipment cabinets will need to be rewired at the stage when the tollbooths are installed. At that time the new cabinet will be wired.

Fiscal Year 2006 Update:

The staff of the Dulles Toll Road working with the NOVA Location and Design engineers is working on a site plan for each toll plaza to help define the scope of work for the Toll Booth Replacement Project. This project must be coordinated with the Toll Booth Replacement Project and will be started when the Toll Booth Replacement Project RFP is issued. The equipment housing cabinet at the Sully East Toll Plaza is failing. This one location will be competed as a separate project due to the necessity of keeping the electronic equipment dry. The DTR staff is working with NOVA District Procurement Section to develop a RFP for the project. A number of is issues remain to be resolved. The issues include determining whether to use a sole source contract or to divide the project into two phases. The phases would be (a) manufacturing the cabinets and (b) wiring the cabinets. Since the cabinets contain Transcore's wiring they will need to complete the wiring or the warranties will voided. The goal is to have an RFP issued during the third quarter. The staff of the DTR requested that the NOVA District Procurement section provide guidance on how to develop the RFP in July 2005. However, the procurement staff has not responded to the request. Until the project is defined into phases the RFP cannot be developed. Transcore has been given approval to replace the cabinet at Sully East but has not started the work.

Estimated Cost: $1,568,280.00
Prior Funding: No
Source of this Cost Estimate: Transcore Letter from Mr. Randall Viellenave dated January 19, 2004 and updated letter dated March 2, 2005 Appendix H.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2005
Project Completion Date: FY 2006

6.2.9 Guardrail Replacement
DTR Project Number: RMR060100

Fiscal Year 2006 Update:

The Dulles Toll Road has a guard cable separating its' lanes from those of the Dulles Airport Access Road. The cable runs the entire length of the road and in both eastbound and westbound directions. The cable has deteriorated and needs to be replaced. The DTR is required under the right of way agreements to maintain this physical separator between the roads. The project will incrementally replace the cable with either guardrail or other suitable device as determined by NOVA Traffic Engineering with input from the Engineering Staff at MWAA. The project will start funding the replacement of the worst sections of the cable.

On May 24, 2005, the DTR submitted a permit application for the replacement of guard cable to MWAA. However, at this time the permit applications is still pending The Director met with MWAA representatives on June 20, 2005, and MWAA's representatives agreed to determine the cause of the delay and expedite the permit process. A contract is in place and work will begin upon receipt of the MWAA permit. The permit was received in July 2005 and work commenced on repairing the worst sections. Work is scheduled to be completed on the worst sections this fall.

Estimated Cost: $450,000
Prior Funding: $0
Source of this Cost Estimate: DTR Maintenance
Project Commencement Date: FY 2006
Project Completion: FY 2009

6.2.10 Tollbooth Security Ramps
DTR Project Number: RMP060200

Fiscal Year 2006 Update:

The Dulles Toll Road needs to provide additional security measures to all tollbooths along the Dulles Toll Road corridor. As a result of recent robberies, it has become increasingly apparent that greater security is needed at ramp locations throughout the Dulles Toll Road corridor. The ramp locations are miles from the administration building and each other. Current security measures are inadequate therefore additional physical security barriers would further enhance the safety of the staff and the funds.

The projects includes installing fencing around designated ramp locations to control the movement of unauthorized personnel approaching the tollbooth and limit the access to the collector at these locations. In addition to the fencing, the project will also add pole-mounted mirrors onto structure beams to provide further visibility. These security measures will further enhance the structures already used by the Toll Collectors, slow down the assailants, protect the collector and maintain control of state funds**.**

The DTR Director has reassigned this project and the new DTR Project Manager is gathering the necessary information for preparing the RFQ. The RFQ should be advertised during the fourth quarter. The DTR Project Manager has been recalculating the amount fencing needed and the exact locations of the fencing.

Estimated Cost: $70, 000
Prior Funding: $0
Source of this Cost Estimate: Long Fencing Company, and Dulles Toll Road Maintenance, Appendix I.

Project Commencement Date: FY 2006
Estimated Completion Date**:** FY 2006

6.2.11 Administration Building Expansion
DTR Project Number: SDA 0301000
Capital Outlay Project Number: UPC 00068272

The Dulles Toll Road administration building does not meet the ongoing and future requirements for the operations of the Dulles Toll Road. Multiple staff share office spaces built for a single occupant, occupy desks in a basement computer room and have to be creative when working on a project or counseling an employee. Storage space is inadequate.

Currently, two trailers house the six employees who perform audit, accounting, and systems administration functions. In addition, the facility's training and conference room occupies cramped and noisy quarters in one of the trailers.

The trailers are old, lack running water and have no restrooms. From a security standpoint, the staff, visitors and records in the trailers are at higher risk. Moving affected staff and functions off-site has been explored and rejected as unfeasible. Design for the building expansion is complete.

The planned expansion will house all the employees currently residing in trailers and provide dedicated space for staff now working in common spaces. Additionally, it will provide enhanced meeting space for routine DTR staff meetings and training. The expanded building will also provide increased security for facility functions, personnel and records.

The effort to get the additional space needed to properly operate, manage and improve the working conditions of the employees reached a "high point" in December 1999. At that time a Capital Outlay Project and the necessary Funds were approved, an Architecture & Engineering Contract was approved and everything was in place to move the project of the necessary addition and restoration of the existing Administration Building to completion. Construction was anticipated to begin in July 2000 however; the project in January 2000 and the funds were diverted.

Fiscal Year 2005 Update:

Sole source procurement for architectural and engineering services in the amount of $200,000 has been submitted. The request has been approved and the contract for Architecture and Engineering Services was awarded to Dewberry and Davis. BCOM and the Art and Architecture Review Board have approved the initial building plans. The initial blueprints are being developed and the project is on schedule to start construction in the fall of 2004.

Fiscal Year 2006 Update:

BCOM, the Art and Architecture Review Board, and approval from the Chesapeake Bay Watershed approved final building plans. The building project was advertised in late February 2005 and bids are to be received on March 29, 2005. Construction is expected to commence in May of 2005 with an anticipated completion date of December 31, 2005. MWAA permitting will need to be obtained prior to construction starting. The increased estimate cost includes the addition of the funds from the vault elevator project and an additional $500,000 to cover rising material costs.

The building bids were opened on April 7, 2005. The lowest bid was higher than the construction estimate. Currently, the project architect is working on a justification of the higher costs. The DTR staff is pursuing approval for the project from MWAA including a revocable license for the temporary site. The DTR staff is also pursuing internal approval for increasing the money available to the project. Currently, the DTR estimates a contract will be awarded by April 29, 2005.

The building expansion project has successfully completed all State required reviews. A construction contract was issued to Smith Management Construction Inc. on June 6, 2005. Permit applications were

submitted to MWAA, The Director met with MWAA representatives to resolve concerns over the maintenance of traffic at the temporary lot, which is to be used to house the DTR staff during construction. A site meeting was held with NOVA District Work Zone Safety Coordinator, Brian Fry, and safety enhancements to the temporary lot were outlined. The DTR has sent a letter to MWAA outlining the proposed safety enhancements and preliminary indications are that MWAA will issue the required permits. Upon receipt of the permits a Pre-Construction meeting will be scheduled with a goal of starting construction in late July 2005.

The temporary lot required a Revocable License by MWAA. VDOT signed the license and agreed to the terms, which include having all facilities off the lot no later than December 31, 2006. The executed agreement was sent to MWAA in August. A construction permit was issued by MWAA for this project on August 22, 2005. A pre-construction meeting was held on August 22, 2005 between MWAA, the contractor, VDOT, and DTR. At the meeting MWAA requested two tasks be accomplished prior to their issuing Notice to Proceed; copies of sub-contractors VA contracting licenses be furnished to MWAA and a review of the SPPP plan. The contractor issued the SPPP plan to MWAA and all the sub-contractors licenses but two. The issue was resolved between the DTR and MWAA and Notice to Proceed will be issued to the Contractor in Monday October 3, with an effective date of Wednesday October 5, 2005.

Estimated Cost: $2,981,000 Contract Cost: $129,480.26 Prior Funding: $500,000Source of this Cost Estimate: Dewberry & Davis LLC Summary of Updated Program attachment 1 to letter to Mr. Bill Allison dated 10/18/02 Appendix J.
Source of Funding: DTR Improvement Fund Project Commencement Date: FY 2004
Project Completion Date: FY 2006

6.2.12 Hunter Mill Interchange Improvements
DTR Project Number: SDR 0302000
VDOT Project Number: 0267-029-107
PPMS Number: 52922

The intersection of Sunset Hills Road and Hunter Mill is a few feet north of the westbound ramps for the Dulles Toll Road. Traffic is controlled only by a stop sign at the east end of Sunset Hills Road. The intersection has no synchronization with nearby traffic signals regulating movement between Hunter Mill Road and Dulles Toll Road ramps. Significant traffic queues on southbound Hunter Mill Road and eastbound Sunset Hills Road constricting movement on Hunter Mill Road and restricting access to the Toll Road. The resulting congestion inhibits the movement onto Hunter Mill Road of motorists leaving the Toll Road and Sunset Hills Road.

In order to completely solve the traffic problem at this location, a new interchange was scoped out; this would include the realignment of Sunset Hill Road. The estimated cost of the work is $37,000,000. A decision was made to look for interim solutions while a source of funding is found to replace the interchange.

A public hearing was held to examine several options for improving traffic flow at this location. Utilizing feedback received a cost-effective, expedient interim solution was crafted. Utilizing a new traffic signal at the intersection of Hunter Mill Road and Sunset Hills Road, plus augmented pavement and markings, traffic flow will be synchronized at two signals south of the intersection.

Fiscal Year 2005 Update:

The construction of interim improvements is underway and being handled by State Forces. It is anticipated that construction will be completed in Summer 2004.

Fiscal Year 2006 Update:

The interim improvements are complete, however, there are on going discussions between NOVA District VDOT and Fairfax County regarding the overall improvements to this interchange. The DTR requested that the remaining funds on this projected be unencumbered. Fairfax County has not determined if they will proceed with this project. The DTR promised to re-fund this project, if Fairfax County determines an appropriate solution. However, it does not appear that a decision from Fairfax County is forth coming. This project is suspended at this time. The remaining fund balance on this project with reallocated in June 2005.

Estimated Cost: $4,879,000 Contract Cost: $1,276,448.57
Prior Funding: $4,879,000
Source of this Cost Estimate: NOVA Location and Design Estimate 1999 Appendix K.
Source of Funding: DTR Improvement Fund
Project Commencement Date: FY 2003
Project Completion Date: FY 2004

6.2.13 I-495 Ramp Improvements
DTR Project Number: SDR 0303000
VDOT Project Number: 0267-029-110
PPMS Number: 57298

The intersection of the Dulles Toll Road and I-495, the Capital Beltway, is not adequate for the traffic volume. Currently, the ramp from the outer loop of the Beltway to the DTR West backs up onto the Capital Beltway every rush hour and occasionally during the day due to traffic volume. Further, the ramp from the Dulles Toll Road to both the inter and outer loop of the Beltway backs up on to the main line of the DTR and causes significant traffic delays.

Improvements to the ramps both from I-495 to the DTR and from the DTR to I-495 are designed to reduce the congestion and back up on the main line of both roads. The improvements include widening the ramp from I-495 South to Route 267 West from one lane to two lanes; Route 267 East to I-495 East and West adding one lane to each ramp; lastly, add one lane to Route 267 between Spring Hill Road and the I-495.

Fiscal Year 2005 Update:
This project was advertised and awarded to NCI. However, in December 2003 NCI closed and their bonding company is working with VDOT to determine a new construction company. The Project Engineer is Mr. Oscar Jamilla.

Fiscal Year 2006 Update:
During the past fiscal year, the bonding company issued a new contract to Lane Construction and work has resumed on this project. The construction of these improvements is expected to be complete in August 2005. Lane Construction has completed the eastbound ramps with the exception of final paving and has begum wok on the westbound ramps. Eastbound ramps are scheduled to open by Memorial Day. Lane is committed to completing the entire project by Labor Day. Work is progressing rapidly on the I-495 ramp improvements. The contractor, Lane Construction, opened the improved ramps from the eastbound DTR to i-495 over the Memorial Day weekend. Congestion onto the DTR main line has improved dramatically. The contractor is currently working on construction of the ramps to the westbound DTR; work is expected to be completed in September 2005. Lane Construction completed the project and opened the lanes to traffic August 29, 2005.

Estimated Cost: $7,106,739 Contract Cost: $4,140,570.90
Prior Funding: $6,640,000
Source of this Cost Estimate: NOVA District Fairfax Construction Appendix L.
Source of Funding: DTR Improvement Fund

Project Commencement Date: FY 2003
Project Completion Date: FY 2005

6.2.14 Dulles Toll Road Maintenance Department Relocation
DTR Project Number: SDA 0304000

The DTR Maintenance Department is currently not located with other DTR sections. The Maintenance Department is located in a trailer on the VDOT lot used by the Reston Area Headquarters. This arrangement does not meet the needs of the DTR Maintenance staff or the management. The time spent traveling between the two facilities is inefficient. Additionally, the distance increases response time to maintenance problems. The relocation of the Maintenance Department is intended to bring the Maintenance Department closer to the DTR Administration Headquarters and reduce travel time between the two areas.

The project will move the existing Maintenance Headquarters to the Route 7 compound located on the eastbound side of Route 7. An effort will be made to salvage two existing trailers owned by DTR, one currently occupied by the Maintenance Department and the other currently occupied by the Fiscal Department. The storage facility currently located at Reston Mini-Storage will be vacated and the contents housed in one of the two trailers. The rental trailer, currently occupied by DTR Audit/Training, will be vacated and returned to the vendor. A replacement garage facility, to replace the lost space at VDOT Reston Headquarters, is also under consideration.

Fiscal Year 2005 Update:
This project is scheduled for next fiscal year. However, during the current fiscal year, the land will be used to house the Dulles Toll Road employees during the Administration Building expansion. The site is also being used to house the construction trailers for the Open Lane project.

Fiscal Year 2006 Update:
This project cannot proceed until the completion of the expansion of the Administration Building due to the site being used to temporarily house the staff of the DTR. The Administration Building is scheduled to be completed by January 2006. The staff of the DTR is pursuing a revocable license to allow the DTR to use the ramp space on a more permanent basis. During discussions with MWAA it has become apparent that the proposed site for re-locating the DTR maintenance section will not be available. The Metro to be constructed in the corridor will transverse this lot making it unusable to DTR. This project is suspended pending location of another usable site.

Estimated Cost: $393,382
Prior Funding: No
Source of this Cost Estimate: DTR Maintenance Manager
Source of Funding: DTR Improvement Fund

Project Commencement Date: FY 2006
Project Completion Date: FY 2006

6.2.15 Open-Lane Modifications To Smart Tag Lane

DTR Project Number: SDA 0305000
VDOT Project Number: 0267-029-109
PPMS Number: 55273
PCES Number: UPC 53098

The DTR has dedicated Smart Tag Only lanes at the Main Toll Plaza and at Sully Road. In order to safely maximize traffic throughput in dedicated Smart Tag lanes, ground-mounted equipment at those lanes has been removed and the lanes widened to permit higher traffic speeds. The capacity of each modified lane now safely exceeds 1800 vehicles per hour.

The next phase of the project calls for enhanced lane delineation and signage. This will help motorists equipped with Smart Tag to better see and utilize the dedicated lanes. The plans include erecting a sign bridge across the road. The sign bridge will contain the Smart Tag antennas, changeable message signs and lane status indicator lights. Additionally, new components will be installed which will restore accurate and auditable classification of multi-axle vehicles in those lanes.

Fiscal Year 2005 Update:
The project was awarded to Moore Brothers Inc. and work commenced in December 2003. The Project Engineer is Ms. Cher Gomilla-Kennedy. The construction phase of the project is eighteen months.

Fiscal Year 2006 Update:
Moore Brothers is currently behind on the construction of this project. However, the project is moving forward and is to be completed in July 2005. Moore Brothers has installed the gantries and most of the signage has been moved to the gantries and off the Main Toll Plaza canopy. Moore Brothers is currently installing the sign structure at location 6. The estimated completion date of the civil work is June 1, 2005. However, there may be some Transcore work remaining. The Open Lane Modification project was completed in June 2005. The new signage at the Main Toll Plaza has made a cast improvement in visibility and appears to have led to a decline in the last second lane changes.

Estimated Cost: $5,678,724 Contract Cost: $3,880,975.03
Prior Funding: $5,906,000 FY05: Reduced funding by $227,278 moved to I-495
Source of this Cost Estimate: NOVA Location and Design Mr. James Zellar PD-1 11/25/02 Appendix M.
Source of Funding: DTR Improvement Fund and DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2006

6.2.16 Other Highway Improvements
DTR Project Number: SDR 0306000
PCES Number: UPC 70274

The Dulles Toll Road has dedicated Smart Tag Only lanes at the Main Toll Plaza and at Sully Road. The Smart Tag penetration continues to increase and is predicted to keep increasing. Smart Tags can be read at any lane on the Dulles Toll Road. The ramps are configured differently but generally contain one full service lane and one exact change lane. As Smart Tag gains in popularity there is increasing demand from the public that Smart Tag only lanes be added to additional ramp locations.

The eastbound ramps to the Dulles Toll Road are potential locations for further Smart Tag only lanes. The westbound ramps will be studied but are unlikely candidates for additional capacity due to the fact that almost all of them end with a traffic light from the cross road. Demand for the service will be measured and used to identify locations where the additional throughput makes sense. The right of way requirements and measurements will need to be identified. Design work and engineering studies will need funding. The project is the first step in adding additional Smart Tag only lanes at the ramps.

Fiscal Year 2005 Update:

The project has been set up to accumulate funds to insure that money is available for the project. The funding for this project will continue past the current end of the plan. The public is increasingly requesting that lanes be added to the ramps as the traffic continues to increase.

Fiscal Year 2006 Update:

The demand for this project is increasing. In February 2005, the CTB requested that DTR provide information regarding the installation of some of these ramps. The DTR will continue to set money aside for this project and investigate the feasibility and costs of construction. This project has been set up in the six year plan to allow for the accumulation of funds and the PD-2 has been completed.

Estimated Cost: $22,312,578
Prior Funding: No
Source of this Cost Estimate: DTR construction estimated completed by W. Costis dated 12/6/01
Estimate Appendix N.
Source of Funding: DTR Improvement Fund

Project Commencement Date: FY 2005
Project Completion Date: FY 2012

6.2.17 Spring Hill Road West Ramp Improvement
DTR Project Number: SDA 0307000
VDOT Project Number: 0267-029-108
PPMS Number: 53098

The ramp from Spring Hill Road to the Dulles Toll Road westbound is currently one lane wide and the tollbooth is attached to the Main Toll Plaza. The traffic on Spring Hill Road has increased dramatically since the DTR opened. The land adjacent to Spring Hill Road is densely zoned for multistory office buildings including the headquarters of Freddie Mac and USA Today. The traffic has steadily increased at this location and now routinely backs up down the ramp and onto Spring Hill Road. In order to accommodate the back up, the DTR manually reconfigures a lane for the evening rush hour thereby taking a lane from the Main Toll Plaza traffic. This lane reconfiguration requires DTR employees to be in the traffic lanes for several minutes creating an unsafe condition.

The construction project will widen the ramp to three lanes. The tollbooth will be separated from the Main Toll Plaza and will eliminate the need to use one of the Main Toll Plaza lanes. Additionally, this will eliminate the hazardous practice of manual lane reconfiguration. The additional throughput capacity will eliminate the traffic backing up onto Spring Hill Road.

Construction commenced on 5/31/02 and was to be completed on 12/1/02. Due to contractor delays, the construction is behind schedule and now has a completion date of 3/8/03. The construction budget is $2,825,058 and $1,454,955 has been expended. However, the Inspectors estimated cost for completion has increased by approximately $20,000.

Fiscal Year 2005 Update:

The project was 97.5% complete in the December 2003, when the contractor closed their doors. The remaining work, the placement of a concrete barrier, will be moved to the I-495 Project.

Fiscal Year 2006 Update:

The remaining work on this project was completed in the past year and the project was officially accepted by VDOT in January 10, 2005.

Estimated Cost: $3,733,000 Contract Cost: $3,359,355.75
Prior Funding: $3,733,000 FY05: Moved $733 to I-495
Source of this Cost Estimate: NOVA District Fairfax Construction, Appendix O.
Source of Funding: DTR Improvement Fund

Project Commencement Date: FY 2003
Project Completion Date: FY 2004

6.2.18 Variable Message Signs
DTR Project Number: SDR 0308000
PCES Number: UPC 70269

The Smart Traffic Center for NOVA District has requested that the Dulles Toll Road consider adding variable message signs. Although the details are not finalized, there appears to be a need for three variable message signs; one placed westbound prior to the Main Toll Plaza, one placed eastbound approximately half way between Sully Road and the Main Toll Plaza and the last one placed eastbound just after the Sully Road on the ramps.

The variable message signs would be operated by the Smart Traffic Center. The purpose would primarily be congestion notification but other uses might include evacuation notices or other security notices. The variable message signs will be similar to the ones on other interstates in Northern Virginia and would be NTCIP compliant.

The project will determine the exact requirements for the signs and their locations. The preliminary engineering, construction and installation costs are included in the estimate.

Fiscal Year 2005 Update:
This project will be bid as a SAAP project and DTR is working with NOVA District to define the contract.

Fiscal Year 2006 Update:
The staff of the DTR, due to issues, delayed the project with fiber optic cable connections to the Smart Traffic Center. The fiber optic cable issues are currently being addressed and work to install the fiber optic connection to the Smart Traffic Center is to be completed in the autumn of 2005. The staff of the DTR will work with Traffic Engineering to determine the specific locations. Generally there is to be one sign just east of Route 28, one on the eastbound lanes at approximately Hunter Mill Road and one westbound at approximately Hunter Mill Road. A meeting was held to determine how best to move forward on this project. A new estimate has been requested from Dewberry and Davis, along with elevation drawings for the structures. The goal is to add this project as a component of the I-66 VMS sign replacement contract, which should be completed and ready for bid, by July 2005. A meeting to determine the final location for the structures is being scheduled with the Structure and Bridge section. The staff of the DTR met with Preliminary Engineering and Traffic Field Operations staff regarding this project. A plan was developed to incorporate this project with a multi-year VMS project, to be advertised by Traffic Field Operation. It was requested that a new estimate be obtained, which has been completed and submitted. A meeting with Traffic Engineering is being scheduled to resolve the location issues. Traffic Field Operations expects to advertise the project within the third quarter. Traffic Field Operations has been delayed in advertising the project, and currently expect the project to be advertised in the fourth quarter.

Estimated Cost: $1,279,000
Prior Funding: $1,279,000
Source of this Cost Estimate: VDOT Technical Construction email from Shawn Ball 2/19/03 estimate and email from Dewberry and Davis consultant Matt Miller dated 2/20/03, Appendix P.
Source of Funding: DTR Improvement Fund

Project Commencement Date: FY 2004
Project Completion Date: FY 2005

6.2.19 Video Security for Toll Booths
DTR Project Number: SDA 0309000
PCES Number: UPC 70270

The Dulles Toll Road has the capability of transmitting data via dedicated fiber optic cable. The cable was designed to have excess capacity to accommodate video feed to the DTR Control Room from each remote plaza. Although camera housings have been installed at each lane, there are currently no cameras nor are the camera housings wired to the Main Administration Building. This situation does not provide adequate security for the toll collectors or the funds being collected at these locations. Some of the remote plazas are miles from the Main Administration Building and are located in areas without much development. Although there is supervisory staff driving around the Road, the toll collector is alone most of the time having only an intercom connected to the DTR Control Room. An immediate need for this project was heightened due to the recent robbery of a toll collector. Additionally, it is not possible to do video surveillance of all lane activities.

The project will install multiplexed video feed from the remote locations to the Control Room at the Main Administration Building. This will enhance the security of the toll collector, the funds being collected, all lane activity and the assets located at the plaza. Multiplexed video also provides the opportunity to do surveillance of the toll collector at their location.

Fiscal Year 2005 Update:
The project will be instituted after the completion of an upgrade to the current Dulles Toll Road security system. During FY05 a scope of work will be initiated and this project will be let under the SAAP project type.

Fiscal Year 2006 Update:
A scope of work for this project has been delayed by the permitting problems with the upgrade to the current security system. However, work should resume on developing the scope of work on the project and determining the technical specifications this summer. The plan increases the funding on this project by $50,000 to provide for increased costs associate with rising equipment costs. SEMD changed the vendor for the Administration building security upgrade. The change has again delayed this project and therefore, until the Administration building upgrade is under contract this project will be put on hold.

Estimated Cost: $377,700
Prior Funding: $327,700
Source of this Cost Estimate: Johnson Controls Quotation No. Q110102 Rev1 11/1/02 does not reflect a turnkey operation and DTR expects the estimated cost to increase Appendix Q.
Source of Funding: DTR Improvement Fund

Project Commencement Date: FY 2005

6.2.20 Video Enforcement System (VES)
DTR Project Number: SDA 0310000

The Dulles Toll Road has a violation rate of approximately 1.7%, which is close to the industry standard of 2%, however, that equates to 4,689 violations daily. Currently, it is not possible to enforce the toll. For safety reasons, there are no barriers in the Smart Tag only lanes and the other barriers only come down when there are no vehicles in the lane. Further, the remote locations are left in unattended mode after 9:30 PM.

The Public Policy School of George Mason University conducted a study for the DTR, which proposes that equipping the seven Smart Tag only lanes with video enforcement would substantially reduce the violation rate for the Dulles Toll Road. The study recommends that the DTR contract out the entire system rather than use scarce resources to try and handle the administration internally. A Request for Quotation will be developed following the recommendations of the study. Implementing a VES would reduce the violation rate, reduce the number of routine violators and bring DTR in compliance with the bond requirements.

The George Mason study reflects a site-specific solution for DTR. The DTR anticipates that any installation would be part of a statewide VES. The DTR estimated dollars would serve as a potential funding source.

Fiscal Year 2006 Update:

A statewide Toll Consultant has been hired and is scheduled to review this project. The Dulles Toll Road anticipates that the consultant will want to handle this project on a statewide basis.
Fiscal Year 2006 Update:

The Consultant, IBI Group and the Project Team continue to work on the statewide VES Project Task Order. To-date, the Needs Analysis, Technology Review and Preliminary Design Report Tasks have been completed. The next steps of the project include Procurement Approach, Final Design, Procurement Support, Technical Assistance and Test and Testing and Acceptance Tasks. Based on the latest project schedule, implementation is not expected until Mid-2006.

The estimated cost has been increased to $3,433,000 to reflect the latest estimated project cost for the DTR portion of the overall project infrastructure. This cost includes installation, engineering, project management, implementation and contingencies for VES lane level equipment, communications and provision of VES interface on the existing toll collection system, integration of the two systems, miscellaneous hardware and civil work.

The VDOT VES committee met with the VITA staff to discuss the project. The consultant is to insure that all existing reports are included in the RPF and is conducting a needs analysis. The Request for Qualifications of potential contract bidders was advertised on June 22, 2005 with a close date of July 22, 2005. Once these proposals are received, the proposals will be evaluated and vendors will be certified as qualified to bid on the contract. The team continues to work on the scope of requirements for the project.

The Request for Qualifications was received and the vendors were certified. A vendor can be certified for one of three ways to bid the contract. The contract will be for a Smart-Tag Customer Service Center, a VES processing center, and for the integrator of the existing systems into the selected system. Qualified vendors can either bid on one part of the contract or all parts of the contract. A Request for Contract has been issued and responses are due in October 2005. The contract should be awarded prior to January 2006.

Estimated Cost: $3,433,000 Contract Cost: $86,973.00
Prior Funding: $2,791,300
Source of this Cost Estimate: Automated Enforcement Model and Policy Considerations October 2002 by GMU School of Public Policy Mark Maggio, Appendix R.
Source of Funding: DTR Improvement Fund Project Commencement Date: FY 2004
Project Completion Date: FY 2007

6.2.21 Modifications to Vault Elevator
DTR Project Number: SDA 0311000

The Dulles Toll Road has a tunnel under its Main Toll Plaza. The tunnel allows access to the lanes and contains the vault housings for the toll payments. Payments are made in coin; the coins fall into a secure vault for each lane. There are 11 housings; holding 4 vaults each, for a total of 44 vaults. Each full vault weighs approximately 50 pounds and each empty vault weighs 17 pounds.

The fiscal staff of the DTR must retrieve full vaults and insert empty vaults in the vault housings twice a day. Currently, after the vaults are retrieved, the full vaults are loaded several at a time on a "dumb waiter" and raised to the counting section, where they are off loaded and then counted. The dumb waiter cannot hold all the vaults at once, therefore, loading and emptying the dumb waiter takes two people in different locations. This is a poor cash handling practice and is very inefficient.

The current procedure requires each vault to be handled four times on its way to the counting machine at the counting room. Each time a vault is handled, the employees are at significant risk for back injuries due to the lifting and twisting involved in the operation.

The improvement project will replace the inadequate "dumb waiter" with an elevator. Manual loading and unloading of the "dumb waiter" will then be obsolete. Half of the manual handling of each vault will be eliminated. This will result in greater efficiency, improved security of funds and enhanced employee safety.

The modification to the vault elevator has been incorporated into the project expanding the Administration Building DTR project number SDA0301000. The Administration Building project and the modifications to the vault elevator were approved in 1999. However, due to other commitments, the funding for both these projects was reallocated to the removal of equipment in the Smart Tag only lanes. The project has been resurrected and currently the DTR is awaiting approval of a $200,000 sole source contract for engineering services to Dewberry and Davis LLC. The DTR expects approval for the engineering services to occur in May 2003.

Fiscal Year 2005 Update:

The Dulles Toll Road anticipates that this project will be incorporated into the Administration Building expansion project.

Fiscal Year 2006 Update:

The funds for this project were moved in FY 05 to cover potential increased costs of the Administration Building expansion.

Estimated Cost: $0
Prior Funding: $270,000; funding included in the Administration Building Expansion Project: SDA 0301000
Source of this Cost Estimate: Dewberry & Davis LLC Summary of Updated Program attachment 1 to letter to Mr. Bill Allison dated 10/18/02 Appendix J.
Proposed Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2006

6.2.22 Administration Building Security Upgrade
DTR Project Number: SDA 0312000
VDOT Project Number: 0267-029-111 N501
PPMS Number: 60635

The security system at the Dulles Toll Road is old, outdated and incomplete. Facility security practices and equipment are inadequate for securing the facility and the employees. A physical security audit of the site was conducted. Enhancements to the site security have been completed including trimming the foliage and trees around the facility, fencing off the property and increasing perimeter lighting. Other recently completed enhancements at the main Administration Building include upgrading the intercom system to provide service at all external doors and upgrading of the fire and intrusion alarm including establishing a connection to a central monitoring service. Another phase of physical security involved providing greater safety and security for personnel working in two trailers on the premises. External doors to both trailers have been outfitted with cipher locks. Local smoke detectors with battery back-ups have been provided in each trailer.

The most significant phase of the security enhancements remains to be accomplished. The Dulles Toll Road needs to replace the CCTV surveillance system at the main Administration Building with new equipment. The current equipment is outdated and obsolete. The project proposes to furnish and install color cameras at designated locations to provide supplemental CCTV assessment of security related activities at this facility. These cameras will provide for very specific viewing of critical areas utilizing the PTZ features where installed, and allow for a general coverage of the majority of the site. The project will include improving access control to improve documentation of the movement of personnel entering and exiting the facility using swipe card technology.

Fiscal Year 2005 Update:

Johnson Controls has a contract with VDOT, Contract Number C900038, to provide integrated security systems with VDOT's Central Office. The system uses Pegasys P2000 that operates in conjunction with Central Office. Central Office changed the contractor on this project from Johnson Controls to ADT Security Inc. ADT is finalizing the project requirements and should start work in May 2004. Due the delays in the awarding this contract the estimates have increased. However, since some of the work is to replace existing equipment, a combination of funding sources will be used including Improvement Funds and Maintenance Reserve Funds.

Fiscal Year 2006 Update:

As of January 26, 2005 the latest plan revisions from the contractor have been received by SEMD and answers to MWAA questions regarding technical specifications have been written. MWAA is the permitting authority for this project and the contractor did not provide compete plans to MWAA. If the contractor fails to obtain a permit prior to the start of building construction the project will be suspended until construction of the addition to the building is complete. SEMD revoked the contract with ADT, for failure to perform in a timely manner, and issued a new contract to M.C. Dean. The staff of the DTR met with the representatives of M.C. Dean and explained the project to them. SEMD again changed contractors on this project, awarding the contract to M. C. Dean. However, the delay has caused the DTR to suspend work on the building portion of the contract until after the construction of the addition to Main Administration Building. Work will proceed on the two pole mounted cameras that provide visuals of the Main Toll Plaza. A meeting was held between SEMD, the contractor, and staff from the DTR to go over the scope of work. The scope of work has changed and the current goal is to get engineering plan sets to MWAA for the following items; the cameras to observe the Main Toll Plaza, and the final wiring in the renovated Main Administration Building to MWAA for final permits. Once the permit is obtained, then M. C. Dean can begin working on the pole mounted cameras for the Main Toll Plaza. It was determined that obtaining the permit for all the Administration building work was a priority even if the work inside the building cannot begin until late in the construction process, the contractor and the DTR staff do not want any delays with installing the interior building equipment when the General Contractor gets the construction to that point.

Estimated Cost: $155,000
Prior Funding: $105,000
Source of this Cost Estimate: ADT Federal Systems Division Schedule Price Quote Modification # A023 dated February 2, 2004 and Johnson Controls Quotation No. Q110102 Rev 1 11/1/02 Appendix Q.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2005

6.2.23 Toll Booth Refurbishment
DTR Project Number: SDP 0313000
VDOT Project Number: 0267-029-104
PPMS Number: 18412

There are 35 tollbooths at the Dulles Toll Road. The tollbooths are in a dilapidated state and have never been replaced in the eighteen years of their existence. The floors and doors have deteriorated. Bathroom facilities and lighting are inadequate. From an ergonomic standpoint, the present booth layout impedes ready access to toll system equipment and coin vault removal. The toll collector is constantly exposed to outside weather extremes because of a poor window and door design.

Planned modifications and replacement of the tollbooths is the purpose of this project. The project will address all known deficiencies in design, develop and implement a plan for each tollbooth's refurbishment or replacement. While a tollbooth is being refurbished or replaced a plan will be developed to allow for a temporary toll collection mechanism. It may be practical to perform modifications to some booths on-site. In other cases, the tollbooth unit may need to be removed from the site, to enable an extensive structural overhaul.

A solicitation was issued for this project on May 1, 2001; however, the DTR Director Mr. W. W. Costis did not support the contract award. There was only one responsive bidder to the solicitation and the quotation exceeded the budgeted amount for the project by $362,417. As of February 2003, Mr. James Zellar is developing a new scope of work in conjunction with the management of the DTR. This project was identified as a DTR improvement project.

Fiscal Year 2005 Update:
An Architectural and Engineering RFP was issued and the interviews were conducted. A contract award should be made in April to the selected firm. Work on the project should commence in May 2004.

Fiscal Year 2006 Update:
Gauthier, Alvarado & Associates have been awarded the RFP for Architectural and Engineering services to develop individual site plans for each plaza. The scope of work for the preliminary site work and proposed design schedule was received in February 2005. The DTR staff is working with Location and Design to finalize the schedule and scope of work. The preliminary design schedule shows an estimated completion of August 2005 for the site plans. Once this work is completed it will be incorporated into an RFP for the refurbishment of the tollbooths. Gauthier, Alvarado & Associates delivered the preliminary site plans for each toll plaza on June 20, 2005. The site plans are being reviewed and upon completion of the review, the plans will be forwarded to the Art and Architecture Review Board for their approval. The plans were forwarded to Art and Architecture Review Board and approved. Gauthier, Alvarado & Associates are currently developing detailed plan sets for each plaza describing the site work that will be necessary for the replacement of the tollbooths. The detailed site plans are due to DTR by December and once approved will be incorporated into the bid document for the tollbooth replacement.

Estimated Cost: $2,890,000 Contract Cost: $157,318.66
Prior Funding: $2,692,000
Source of this Cost Estimate: NOVA Location and Design email from Mr. James Zellar Appendix S.
Source of Funding: DTR Reserve Maintenance

Project Commencement Date: FY 2004
Project Completion Date: FY 2005

6.2.24 Herndon Monroe Park and Ride Integration
DTR Project Number: SDP 0401000

Fiscal Year 2005 Update:

The tollbooth at the Herndon Monroe Park and Ride lot exit was added to the Dulles Toll Road after the implementation of both the ARC system and the advent of Smart Tag. Non-revenue traffic and commuter buses that enter the Dulles Toll Road from the Herndon Monroe Park and Ride lot primarily use the tollbooth. It was decided at the time not to integrate this toll plaza into the ARCS system.

The majority of the traffic is non-revenue commuter buses. However, the numbers originating at this location must be added to all the reports to accurately reflect the activity of the Dulles Toll Road. This process is very time consuming and inefficient for the DTR audit staff. Furthermore, the plaza equipment is unique to that location and training costs are high.

This project would fully incorporate this plaza into the existing toll collection system allowing the DTR to staff the location and reducing the manual processing of information.

Fiscal Year 2006 Update:

The project did not move forward until a new Systems Administrator was hired by the DTR. The Systems Administrator and the Transcore staff have developed a couple of design alternatives that need to be presented. Once a final design alternative is chosen the project can either be completed independently or as part of the ARCS system upgrade. These decisions should be made by summer 2005. A PD-2 needs to be prepared so it can be included in the SYIP and to set up the accounting for this project. The PD-2 was sent in July 2005 and the project has been included in the SYIP, additionally it has been decided that this project will be included in the ARCS upgrade project.

Estimated Cost: $175,450
Prior Funding: No
Source of this Cost Estimate: Transcore letter dated January 12, 2004 from Donald Cohrs Appendix T.
Source of Funding: DTR Improvement Funds

Project Commencement Date: FY 2004
Project Completion Date: FY 2005

6.2.25 Additional Smart Tag Only Lanes Main Toll Plaza
DTR Project Number: SDP060100

Fiscal Year 2006 Update:

The total number of Smart Tag users continues to increase, especially since the inception of E-ZPass, and is approaching 60% of transactions. The DTR has been committed to tracking the Smart Tag Penetration and cutting lanes over to Smart Tag Only as the transactions warrant.

The Main Toll Plaza at the Dulles Toll Road currently has two Smart Tag only lanes in each direction. One of the recommended improvements identified in a traffic analysis study completed by Patton Harris Rust & Associates and MCV Associates Inc. in July 2000 was to change the designation of the third toll lane from the left at the eastbound Main Toll Plaza from Exact Change to Smart Tag only. The Commonwealth Transportation Board has requested that the Dulles Toll Road investigate converting the lane on the far right side of the eastbound Main Toll Plaza to Smart Tag only. The staff of the DTR recommends converting an existing toll lane to a Smart Tag only lane at both the eastbound and westbound Main Toll Plazas.

While the exact location of which lanes to convert has not been determined, the preliminary cost estimate of $1,390,00 has been developed to convert any existing toll lane to a Smart Tag only lane on both the eastbound and westbound sides of the Main Toll Plaza (regardless of the specific lane location). A study will need to be conducted once the I-495 project is completed to look at the weaving patterns and queue distribution once the additional capacity at I-495 is complete. However, the DTR wants to start the preliminary work and set aside money for this project. A PD-2 needs to be prepared for this project so it can be included in the SYIP and to set up the accounting for this project. The NOVA District Preliminary Engineering staff has set up a project for this work and obtained an UPC code. A project estimate has been completed and was entered into PCES. A decision has tentatively been made to add two additional Smart-Tag Only Lanes in each direction. The staff of the DTR along with NOVA Preliminary Engineering will contract with an on call consultant to get the project plans completed. A task order is being review for an on call consultant to conduct the required traffic analysis. The traffic analysis consultant is IBI. The Preliminary Engineering section should have an on call consultant contract issued in October 2005 and the development of the engineering plans sets will be contracted to that consultant.

Estimated Cost: $1,390,000
Prior Funding: $0
Source of this Cost Estimate: NOVA Location and Design Estimate dated 2/9/05, Appendix U.
Source of Funding: DTR Improvement Funds

Project Commencement Date: FY 2005
Project Completion Date: FY 2007

6.2.26 Wolf Trap Intersection
DTR Project Number: SDR060200

Fiscal Year 2006 Update:

The intersection of the Dulles Toll Road and Trap Road only allows ingress to the eastbound Dulles Toll Road and you can only exit to Trap Road from the Dulles Toll Road westbound. It has recently come to the attention of the DTR staff that the Wolf Trap Foundation, The National Park Service and Fairfax County would like the DTR to study the feasibility of completing this intersection.

The existing exit and entrance are currently toll free. A determination will need to be made regarding whether a toll can be charged. Originally, the exit and entrance were barricaded except when performances were occurring. However, due to safety concerns, the barricades have been removed and the ramps are open to traffic. The DTR believes that the current situation needs a remedy and that tolls should be charged at both the existing ramps and any additional ones completed.

The project would be to study the construction costs and provide for preliminary engineering of this intersection. A PD-2 needs to be prepared for this project so it can be included in the SYIP and to set up the accounting for this project. A PD-2 was prepared and entered in July 2005.

Estimated Costs: $5,500,00
Prior Funding: $0
Source of this Cost Estimate: NOVA Location and Design, Appendix V.
Source of Funding: DTR Improvement Funds

Project Commencement Date: FY 2007
Project Completion Date: FY 2011

7 CHAPTER FINANCIAL ANALYSIS

7.1 Dulles Toll Road Fund Balance Spreadsheet

The spreadsheet showing the fund balances for the DTR is intended to provide a summary overview of the information contained in the Business Plan.

The fund balance spreadsheet starts with the Estimated Revenue Forecast for each year of the plan. The estimated revenue is forecast on the spreadsheet titled Estimated Fiscal Year Revenue, which shows by month the expected revenue. The spreadsheet also shows the estimated revenue by type, either Smart Tag (AVI) or cash. This plan does not include the toll increase approved by the Commonwealth Transportation Board in February 2005.

The fund balance spreadsheet then shows the obligations for the Dulles Toll Road revenue. The Bonds/Debt service figures are taken from the notes to VDOT's financial statements and from the FMSII system. The Fairfax County Note that is payable is also taken from a footnote to the VDOT financial statements. The Operations Budget is summarized from the spreadsheet titled Estimated Operating Budget.

The total operating expenditures are subtracted from the estimated revenue forecast and the net revenue available annually is derived. Line VI of the Fund Balance spreadsheet shows the amount of revenue that the DTR is requesting be set aside to fund the maintenance reserve projects for all subsequent years. The DTR Maintenance Reserve Fund has an unallocated balance of $12,504,453, this balance is shown in the column titled Funding prior approved on line VII. The remaining figures on line VII show the estimated project costs for reserve maintenance projects by year. The Maintenance Reserve Fund Balance is determined by taking the prior approved funding, adding the Maintenance Reserve Request and then subtracting the Maintenance Reserve Project Cost, which is the fund balance. The FY 2005 ending fund balance becomes the opening fund balance in FY 2006.

The Balance Available for DTR Improvement is calculated using the Net Revenue Available (line V) and subtracting the Maintenance Reserve Request (line VI). Improvement funds are split between improvements to the Dulles Toll Road (15%) and transit improvements in the Dulles Corridor (85%). Line X shows the amount available to the DTR at 15%. The DTR Improvement Fund has an opening balance of approximately $29,783,846 shown on line XI in the prior funded column. The DTR Improvement Fund Balance is determined by taking the prior approved funding and adding the amount available at 15% and subtracting the improvement project costs, which leaves the remaining fund balance. The closing fund balance for FY 2005 becomes the opening fund balance for FY 2006.

The last line of the Fund Balance spreadsheet shows the amount of money estimated to be available for transit set-aside projects.

7.2 Fund Balance Report

DTR Fund Balance 2005-2011	Funding *(Prior Approved)*	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Total
I. Estimated Revenue Forecast		42,569,100	43,633,330	44,724,170	45,842,270	46,988,330	48,163,040	49,367,110	321,287,350
II. Bonds / Debt Service		11,355,714	11,283,936	10,931,499	10,583,719	6,880,150	3,742,750	3,743,500	58,521,268
III. Operations Budget		17,085,449	17,438,789	18,107,967	18,862,899	19,665,518	20,519,537	21,429,002	133,163,826
Total Operating Expenditures		29,541,163	29,877,390	30,139,466	30,471,618	26,545,668	24,262,287	25,172,502	133,163,826
V. Net Revenue Available		13,027,937	13,755,940	14,584,704	15,370,652	20,442,662	23,900,753	24,194,608	188,123,524
VI. Maintenance Reserve Request		2,000,000	2,000,000	2,000,000	2,500,000	2,500,000	2,500,000	2,500,000	16,000,000
VII. Maintenance Reserve (RM) Projects Cost	12,504,453	850,000	13,164,210	3,640,010	2,660,428	2,740,241	2,822,448	996,638	
VIII. Maintenance Reserve (RM) Fund Balance		13,654,453	2,490,243	850,233	689,805	449,564	127,116	1,630,478	
IX. Balance Available DTR Improvement		11,027,937	11,755,940	12,584,704	12,870,652	17,942,662	21,400,753	21,694,608	109,277,256
X. Available at 15%		1,654,191	1,763,391	1,887,706	1,930,598	2,691,399	3,210,113	3,254,191	16,391,588
XI. DTR Improvement Project Cost	29,783,846	228,009	1,948,154	1,263,832	2,200,000	3,027,000	3,617,000	3,740,000	
XII. DTR Improvement Fund Balance		28,349,886	26,597,242	23,091,566	19,902,164	17,349,963	15,189,168	12,941,324	
XIII. Available for Transit Set-aside 85%		**9,373,746**	**9,992,549**	**10,696,998**	**10,940,054**	**15,251,263**	**18,190,640**	**18,440,417**	**92,885,668**

7.3 Dulles Toll Road Budget

The Budget section of the plan includes the projected budget of the Dulles Toll Road from FY06 to FY11 but includes figures for FY05. Account groups show the projected budgets for these years with the major expenditures for the 1200 series contractual services broken out. Additionally, the actual expenditures from FY98 to FY04, and year to date expenditures for FY05, are provided for reference and shown by account groups again breaking out the major contractual services in the 1200 series.

There are several points of interest in looking at the budgets across the entire period. One of the first items to notice is the large increase in the FY99 and the FY00 budgets. FY99 was the end of the warranty period for the ARCS system. At that point, the Dulles Toll Road started paying for maintenance to the system. In FY00, the Smart Tag fees grew substantially. There are two reasons for this occurrence. The first is that the Central Office Accounting section did not record some of these fees in FY99 and corrected for the mistake. The second is the number of Smart Tag users increased dramatically that year; possibly caused by the opening of the Smart Tag only lanes and an overall increase in traffic in the corridor. Another point of interest is that the 1100 series, Personal Services, has remained almost very flat across all 12 years. This is partially accounted for by a decision to use contract toll collectors instead of state employees to fill vacancies and the limited salary increases for state employees during the period. Finally, the other significant development is the increasing percentage of the budget that is not discretionary. The contractual services section of the budget now accounts for 71% of the entire budget. The contractual services include the Smart Tag fees, the contract toll collection staff and the maintenance fees for the ARCS system. The Smart Tag fees, which are not negotiated by the Dulles Toll Road, account for approximately 30% of the budget. It is expected that this trend will continue, especially since the DTR started accepting E-ZPass.

The projected budgets show an annual increase in operating expenses of between 3% and 4%. There are minimal increases in all categories but the majority of the increased costs are for contractual services. The estimated increase for the contract toll collectors is 5% per year primarily due to the expected increase in the number of contract toll collectors required and the advent of using contractors in Coin Counting. The increase in the Smart Tag fees and the ARCS system maintenance are also 4%. The personal services series shows no increase in the first year and a 1.25% increase in the other years, this is based on the historical salary increase.

DULLES TOLL ROAD SIX YEAR PLAN
ESTIMATED OPERATING BUDGET FIGURES FY05 - FY11

			Fiscal Year FY 05	Fiscal Year FY 06	Fiscal Year FY 07	Fiscal Year FY 08	Fiscal Year FY 09	Fiscal Year FY 10	Fiscal Year FY 11
1100	Personal Services								
1111	Employer Retire Contributions		236,359	238,930	244,903	251,026	257,301	263,734	270,327
1112	Fed Old Age Salary		222,059	222,354	227,913	233,611	239,451	245,437	251,573
1113	Fed Old Age Wage		-	-	-	-	-	-	-
1114	Group Insurance		-	-	-	-	-	-	-
1115	Med/Hospital Insurance		517,440	545,400	559,035	573,011	587,336	602,020	617,070
1116	Retiree Health Benefits		27,588	27,889	28,586	29,301	30,033	30,784	31,554
1117	Long Term Disability		43,770	44,246	45,352	46,486	47,648	48,839	50,060
1119	Indirect Cost Non-productive		-	-	-	-	-	-	-
1123	Salaries Classified		2,787,737	2,916,588	2,989,503	3,064,240	3,140,846	3,219,367	3,299,852
1125	Salaries Overtime		250,000	225,000	230,625	236,391	242,300	248,358	254,567
1141	Wage General		-	-	-	-	-	-	-
1143	Wage Overtime		-	-	-	-	-	-	-
	Subtotal		4,084,953	4,220,407	4,325,917	4,434,065	4,544,917	4,658,540	4,775,003
	Contractual Services								
1211	Express Services		28,000	30,000	30,900	31,827	32,782	33,765	34,778
1212	Outbound Freight Services		50	50	50	50	50	50	50
1214	Postal Services		1,500	1,500	1,500	1,500	1,500	1,500	1,500
1215	Printing Services		5,000	2,000	2,000	2,000	2,000	2,000	2,000
1216	Telecomm Services. (DIT)		36,000	-	-	-	-	-	-
1217	Telecomm Services (NS)		46,350	46,350	47,000	47,000	47,000	47,000	47,000
1218	Telecomm Services (State)		3,000	3,000	3,000	3,000	3,000	3,000	3,000
1219	Inbound Freight		3,500	4,700	5,000	5,000	5,000	5,000	5,000
1221	Organizational Memberships		12,000	12,000	12,000	12,000	12,000	12,000	12,000
1222	Publications Subscriptions		500	500	500	500	500	500	500
1223	Convention & Education Serv		-	-	-	-	-	-	-
1224	Employee Training Workshops		5,500	-	-	-	-	-	-
1225	Employee Tuition Reimbursement		1,500	-	-	-	-	-	-
1227	Employee Training Transportation		1,500	-	-	-	-	-	-
1228	Employee Information Technology				1,000	1,000	1,000	1,000	1,000
1242	Fiscal Services		4,559,323	5,040,000	5,241,600	5,451,264	5,669,315	5,896,087	6,131,931
1243	Attorney Services		1,000	1,000	1,000	1,000	1,000	1,000	1,000
1244	Management Services		75,000	25,000	25,000	25,000	25,000	25,000	25,000
1247	Legal Services		200	200	200	200	200	200	200
1251	Custodial Services		50,000	50,000	50,750	51,511	52,284	53,068	53,864
1252	Elect repair & Maint Services		5,000	20,000	20,000	20,000	20,000	20,000	20,000
1253	Equip Repair & Maint Services		2,700,000	2,700,000	2,970,000	3,267,000	3,593,700	3,953,070	4,348,377
1254	Ext/Vector Control Services		2,500	2,000	2,000	2,000	2,000	2,000	2,000
1255	Hwy Repair & Maint Services		800,000	1,050,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
1256	Mech Repair & Maint Services		100,000	60,000	60,000	60,000	60,000	60,000	60,000
1257	Plant Repair & Maint Services		20,000	20,000	20,000	20,000	20,000	20,000	20,000
1259	Vehicle Repair & Maint Serv		2,000	1,500	1,500	1,500	1,500	1,500	1,500
1261	Arch & Engineering Services		4,000	2,000	2,000	2,000	2,000	2,000	2,000
1263	Clerical Services		2,000	-	-	-	-	-	-
1264	Food and Dietary Services		2,000	3,500	3,500	3,500	3,500	3,500	3,500

1265	Laundry and Linen Services		200	200	200	200	200	200	200
1266	Manual Labor Services		10,000	5,000	5,000	5,000	5,000	5,000	5,000
1267	Production Services		200	200	200	200	200	200	200
1268	Skilled Labor Services		2,450,000	2,575,000	2,703,750	2,838,938	2,980,884	3,129,929	3,286,425
1279	Computer Software Development				-	-	-	-	-
1281	Moving and Relocation Services		-	-	-	-	-	-	-
1282	Travel, Personal Vehicles		105,000	105,000	108,150	111,395	114,736	118,178	121,724
1283	Travel, Public Carriers		1,000	1,000	1,000	1,000	1,000	1,000	1,000
1284	Travel, State Vehicles		26,200	20,000	20,000	20,000	20,000	20,000	20,000
1285	Travel, Lodging		2,500	2,500	2,500	2,500	2,500	2,500	2,500
1287	Travel, Meal Reimbursements		1,000	1,000	1,000	1,000	1,000	1,000	1,000
1288	Travel/Meals no Report to IRS		1,500	1,500	1,500	1,500	1,500	1,500	1,500
	Subtotal		11,070,023	11,787,700	12,343,800	12,990,584	13,682,351	14,422,748	15,215,749
1300	Supplies and Materials								
1311	Apparel Supplies		20,000	20,000	20,000	20,000	20,000	20,000	20,000
1312	Office Supplies		17,000	8,000	8,000	8,000	8,000	8,000	8,000
1313	Stationary and Forms		11,000	7,000	5,000	5,000	5,000	5,000	5,000
1322	Gas		1,475	1,475	1,500	1,500	1,500	1,500	1,500
1324	Oil		1,500	1,500	1,500	1,500	1,500	1,500	1,500
1333	Manufacturing Supplies		6,400	6,400	6,500	6,500	6,500	6,500	6,500
1334	Merchandise		-	-	-	-	-	-	-
1335	Packing & Shipping Supplies		400	1,000	500	500	500	500	500
1342	Medical and Dental Supplies		100	1,200	1,200	1,200	1,200	1,200	1,200
1351	Bldg Repair & Maint Materials		10,000	10,000	10,000	10,000	10,000	10,000	10,000
1352	Custodial Repair & Maint Mat		10,000	6,000	6,000	6,000	6,000	6,000	6,000
1353	Elect Repair & Maint Materials		15,000	15,000	15,000	15,000	15,000	15,000	15,000
1354	Mech Repair & Maint Materials		3,000	6,000	6,000	6,000	6,000	6,000	6,000
1355	Vehicle Repair & Maint Material		215,000	250,000	250,000	250,000	250,000	250,000	250,000
1362	Food and Dietary Supplies		1,500	200	200	200	200	200	200
1364	Laundry and Linen Supplies		150	150	150	150	150	150	150
1371	Agricultural Supplies		-	-	-	-	-	-	-
1372	Arch & Engineering Supplies		-	-	-	-	-	-	-
1373	Computer Operating Supplies		6,500	6,500	6,500	6,500	6,500	6,500	6,500
1374	Educational Supplies		500	500	500	500	500	500	500
1377	Photographic Supplies		300	300	500	500	500	500	500
1399	Conv-Expenditure Non-Const		-	-	-	-	-	-	-
	Subtotal		319,825	341,225	339,050	339,050	339,050	339,050	339,050
1400	Transfer Payments								
1413	Premiums		60,314	-	61,000	61,000	61,000	61,000	61,000
	Subtotal		60,314	-	61,000	61,000	61,000	61,000	61,000
1500	Continuous Services								
1534	Equipment Rentals		440,000	20,000	20,000	20,000	20,000	20,000	20,000
1535	Building Rentals		30,000	25,000	25,000	25,000	25,000	25,000	25,000
1541	Agency Service Charges		716,335	716,335	725,000	725,000	725,000	725,000	725,000
1542	Electrical Service Charges		125,000	120,000	125,000	125,000	125,000	125,000	125,000
1543	Refuse Service Charges		12,000	12,000	12,000	12,000	12,000	12,000	12,000
1544	Water & Sewer Service Charges		5,000	9,000	10,000	10,000	10,000	10,000	10,000
1555	Workers Compensation		95,499	63,822	65,000	65,000	65,000	65,000	65,000
	Subtotal		1,423,834	959,822	982,000	982,000	982,000	982,000	982,000
2200	Property and Improvements		-	-	-	-	-	-	-

2112	Acquisition Right of Way		-	-	-	-	-	-	-
2131	Site Improvements		-	-	-	-	-	-	-
2211	Computer Peripheral Equip		-	-	-	-	-	-	-
2212	Computer Processor Equip		-	-	-	-	-	-	-
2217	Other Computer Equipment		8,000	10,000	10,000	10,000	10,000	10,000	10,000
2231	Electronic Equipment		10,000	6,000	6,000	6,000	6,000	6,000	6,000
2232	Photographic Equipment		1,000	600	1,000	1,000	1,000	1,000	1,000
2233	Voice/Data Transmission Equip		3,000	3,000	3,000	3,000	3,000	3,000	3,000
2253	Construction Equipment		-	30,000	-	-	-	-	-
2254	Motor Vehicle Equipment		4,200	4,200	4,200	4,200	4,200	4,200	4,200
2255	Power Repair & Maint Equip		4,000	4,000	4,000	4,000	4,000	4,000	4,000
2261	Office Appurtenances		5,000	5,000	5,000	5,000	5,000	5,000	5,000
2262	Office Furniture		35,000	50,000	10,000	10,000	10,000	10,000	10,000
2263	Office Incidentals		2,000	1,000	1,000	1,000	1,000	1,000	1,000
2264	Office Machines		1,000	200	500	500	500	500	500
2268	Office Equip Improvements		300	300	500	500	500	500	500
2271	Household Equipment		1,000	1,000	1,000	1,000	1,000	1,000	1,000
2273	Manufacturing Equipment		-	-	-	-	-	-	-
2274	Non-power Repair & Maint Equip		-	-	-	-	-	-	-
2275	Recreation Equipment		-	-	-	-	-	-	-
2278	Specific Use Equip Improvements		-	-	-	-	-	-	-
2281	Built-in Equipment		-	-	-	-	-	-	-
2282	Fixtures		-	-	-	-	-	-	-
2283	Mechanical Equipment		44,000	-	-	-	-	-	-
2288	Stationary Equip Improvements		-	-	-	-	-	-	-
2322	Construction Buildings		-	-	-	-	-	-	-
2323	Construction Highways		-	-	-	-	-	-	-
	Subtotal		118,500	115,300	46,200	46,200	46,200	46,200	46,200
3100	Treasury Services		-	-	-	-	-	-	-
3112	Bond Issuance Fees		-	8,000	10,000	10,000	10,000	10,000	10,000
3113	Obligations Bond Financing		8,000	-	-	-	-	-	-
	Subtotal		8,000	8,000	10,000	10,000	10,000	10,000	10,000
			-	-	-	-	-	-	-
	TOTAL		17,085,449	17,493,454	18,107,967	18,862,899	19,665,518	20,519,537	21,429,002

DULLES TOLL ROAD SIX YEAR PLAN ESTIMATED OPERATING BUDGET FIGURES FY05 - FY11								
		Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
		FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
1100	Personal Services	4,084,953	4,220,407	4,325,917	4,434,065	4,544,917	4,658,540	4,775,003
1200	Contractual Services	11,070,023	11,787,700	12,343,800	12,990,584	13,682,351	14,422,748	15,215,749
1242	SmartTag Fees*	4,559,323	5,040,000	5,241,600	5,451,264	5,669,315	5,896,087	6,131,931
1253	Transcore	2,700,000	2,700,000	2,970,000	3,267,000	3,593,700	3,953,070	4,348,377
1268	Contract Toll Collectors	2,450,000	2,575,000	2,703,750	2,838,938	2,980,884	3,129,929	3,286,425
1300	Supplies and Materials	319,825	341,225	339,050	339,050	339,050	339,050	339,050
1400	Transfer Payments	60,314	61,000	61,000	61,000	61,000	61,000	61,000
1500	Continuous Services	1,423,834	959,822	982,000	982,000	982,000	982,000	982,000
2200	Property and Improvements	118,500	115,300	46,200	46,200	46,200	46,200	46,200
3100	Treasury Services	8,000	8,000	10,000	10,000	10,000	10,000	10,000
	Total	17,085,449	17,493,454	18,107,967	18,862,899	19,665,518	20,519,537	21,429,002

DULLES TOLL ROAD SIX YEAR PLAN
ACTUAL BUDGET FIGURES FY99 - FY05

		Fiscal Year FY 99	Fiscal Year FY 00	Fiscal Year FY 01	Fiscal Year FY 02	Fiscal Year FY 03	Fiscal Year FY 04	Fiscal Year FY 05
1100	**Personal Services**							
1111	Employer Retire Contributions	169,530	203,040	187,736	179,351	161,231	236,442	134,487
1112	Fed Old Age Salary	131,606	158,173	155,417	154,628	175,389	174,062	90,447
1113	Fed Old Age Wage	4,169	3,837	2,696	1,342	176	277	31
1114	Group Insurance	35	-	24,873	11,355	6	4	0
1115	Med/Hospital Insurance	167,447	195,244	197,990	207,143	284,149	308,856	179,729
1119	Indirect Cost Non-productive	517,528	471,314	561,910	587,523	732,322	730,023	396,151
1123	Salaries Classified	2,174,614	1,831,241	1,812,078	1,835,162	2,101,825	2,092,357	1,087,950
1125	Salaries Overtime	274,942	276,779	253,788	243,982	204,206	214,130	114,075
1141	Wage General	71,061	50,029	30,332	18,252	2,301	2,486	433
1143	Wage Overtime	1,609	174	1,353	58	166	479	-
	Subtotal	3,512,542	3,189,832	3,228,172	3,238,796	3,661,771	3,759,117	2,003,302
	Contractual Services							
1211	Express Services	22,227	19,082	14,961	24,242	20,715	19,245	14,334
1212	Outbound Freight Services	128	24	-	-	424	-	-
1214	Postal Services	306	324	747	783	799	2,101	151
1215	Printing Services	3,719	4,705	2,245	3,133	603	2,282	576
1216	Telecomm Services. (DIT)	0	3,827	7,916	18,108	27,632	40,277	-
1217	Telecomm Services (NS)	41,468	31,884	32,071	32,460	38,938	36,289	20,365
1218	Telecomm Services (State)	6,528	5,226	2,520	2,790	2,250	1,350	315
1219	Inbound Freight	89	25	11	839	3,782	4,031	2,184
1221	Organizational Memberships	8,227	8,718	9,370	10,453	10,786	11,180	270
1222	Publications Subscriptions	-	138	-	-	-	-	-
1223	Convention & Education Serv	1,370	1,713	1,436	5,922	3,996	1,457	735
1242	Fiscal Services	140	5,398,696	4,235,668	4,743,770	4,251,995	4,174,250	-
1243	Attorney Services	1,184,192	200	-	-		-	2,840
1251	Custodial Services	18,575	16,440	27,441	39,833	50,297	51,750	21,772
1252	Elect repair & Maint Services	1,680	5,673	2,379	140		1,199	14,420
1253	Equip Repair & Maint Services	1,169,544	480,663	1,196,629	2,278,868	2,553,477	2,438,277	1,259,420
1254	Ext/Vector Control Services	2,691	2,781	1,846	1,660	1,581	1,960	840
1255	Hwy Repair & Maint Services	157,355	304,501	391,262	339,967	850,584	724,446	277,308
1256	Mech Repair & Maint Services	195,309	865,472	153,064	36,666	47,654	51,314	26,430
1257	Plant Repair & Maint Services	-	1,066	28,464	16,643	9,861	7,696	426
1259	Vehicle Repair & Maint Serv	219	1,543	55	5,530	1,038	1,225	635
1261	Arch & Engineering Services	26,485	12,571	4,482	8,005	16,918	974	-
1263	Clerical Services	564	57,385	18,432	765,791	33,164	3,252	7,447
1264	Food and Dietary Services	70	1,504	2,001	2,416	2,522	2,782	1,456
1265	Laundry and Linen Services	-	-	614	117	5	-	-

1266	Manual Labor Services	113,224	-	134,127	32,019	3,942	4,432	1,518
1267	Production Services	57	60	922	26	322	27	12
1268	Skilled Labor Services	1,105,344	1,214,711	1,979,258	1,508,831	2,267,433	2,335,852	1,038,443
1273	Info Mgmt Design & Dev	-	-	-	-	17,982	-	-
1279	Comp Software Development Svc	-	-	-	-	3,067	-	-
1282	Travel, Personal Vehicles	244,355	22,316	24,349	24,355	59,281	95,873	43,038
1283	Travel, Public Carriers	-	22	-	-	347	-	245
1284	Travel, State Vehicles	9,605	9,726	14,016	14,248	18,613	23,302	9,099
1285	Travel, Lodging	778	2,119	354	392	3,831	1,750	1,525
1287	Travel, Meal Reimbursements	-	-	-	-	3,314	-	-
1285	Travel/Meals no Report to IRS	3,768	1,865	1,306	526	-	738	205
1299	IntraAgency Reconv Contr Svc	-	-	-	-	13,000	-	
	Subtotal	4,318,018	8,474,979	8,287,942	9,918,532	10,320,155	10,039,312	2,746,008
1300	**Supplies and Materials**							
1311	Apparel Supplies	6,825	21,644	5,063	13,496	26,233	19,576	19,430
1312	Office Supplies	8,012	10,448	13,613	23,561	8,571	19,251	2,650
1313	Stationary and Forms	3,862	3,850	3,568	5,229	4,143	10,702	2,222
1322	Gas	600	716	1,199	684	1,268	1,555	386
1323	Gasoline	156	2,056	26	-	-	910	275
1333	Manufacturing Supplies	460	463	5,290	1,412	3,701	6,883	3,805
1334	Merchandise	3	-	-	-	-	-	-
1335	Packing & Shipping Supplies	-	-	554	-	232	188	492
1342	Medical and Dental Supplies	62	63	177	335	907	334	729
1351	Bldg Repair & Maint Materials	25,012	16,026	3,214	5,670	7,008	6,220	1,105
1352	Custodial Repair & Maint Mat	4,077	3,287	6,951	4,776	7,024	3,679	2,256
1353	Elect Repair & Maint Materials	19,426	38,778	2,109	6,079	2,447	4,941	779
1354	Mech Repair & Maint Materials	1,501	7,531	707	496	1,810	1,459	1,198
1355	Vehicle Repair & Maint Material	198,798	207,522	158,177	183,802	200,721	242,727	127,925
1362	Food and Dietary Supplies	900	78	-	624	698	-	10
1364	Laundry and Linen Supplies	2	-	3	3	24	4	-
1371	Agricultural Supplies	-	8,312	942	-	249	40	1,950
1372	Arch & Engineering Supplies	-	44		-	20	-	11
1373	Computer Operating Supplies	593	1,519	2,099	124	4,749	4,042	1,143
1374	Educational Supplies	-	-	-	-	36	2	-
1377	Photographic Supplies	217	-	-	-	697	-	50
1399	Conv-Expenditure Non-Const	234,464	31,611	73,443	4,490	4,143	-	-
	Subtotal	504,968	353,948	277,135	250,782	274,680	322,514	166,416
1400	**Transfer Payments**							
1413	Premiums	2,023	300	-	267	-	64,208	-
	Subtotal	2,023	300	-	267	-	64,208	-
1500	**Continuous Services**							
1527	Land/Bldg Capital Lease	-	-	-	-	-	6,287	-
1534	Equipment Rentals	82,771	396,245	544,818	477,470	445,042	21,826	7,917
1535	Building Rentals	17,591	36,079	16,950	26,695	28,833	29,711	10,079

1541	Agency Service Charges	41,078	43,558	20,284	10,642	6,788	630,114	337,832
1542	Electrical Service Charges	98,462	106,136	127,151	117,464	113,261	113,284	49,012
1543	Refuse Service Charges	7,998	19,669	6,928	23,302	4,966	12,264	11,012
1544	Water & Sewer Service Charges	5,853	7,179	6,892	22,176	3,298	4,263	4,353
1555	Workers Compensation	-	-	-	-	-	-	-
	Subtotal	253,752	608,866	723,023	677,749	602,188	817,748	420,205
2200	**Property and Improvements**							
2112	Acquisition Right of Way	187,760	-	-	-	-	-	-
2131	Site Improvements	-	294	-	-	-	-	-
2211	Computer Peripheral Equip	5,313	4,651	69,436	3,706	-	-	-
2212	Computer Processor Equip	-	8,880	-	-	224	120	-
2218	Computer Equip Improvements	295	140	-	-	1,299	260	-
2224	Reference Equipment	-	-	-	-	-	39	134
2231	Electronic Equipment	436	8,251	524	20,845	1,147	566	97
2232	Photographic Equipment	-	5,589	298	-	-	-	-
2233	Voice/Data Transmission Equip	1,252	692	3,893	6,608	2,364	976	103
2238	Electronic Photo Equip	-	-	-	-	26,287	-	-
2253	Construction Equipment	-	211	68		140	-	25,585
2254	Motor Vehicle Equipment	2,489	-			-	4,171	-
2255	Power Repair & Maint Equip	517	500	734	684	952	4,037	298
2261	Office Appurtenances	122	2,056	3,484	335	1,168	652	41
2262	Office Furniture	4,037	3,231	6,216	2,939	14,064	8,385	408
2263	Office Incidentals	471	507	331	122	909	557	164
2264	Office Machines	8,701	3,764	899	3,312	1,681	24,458	-
2268	Office Equip Improvements	82	-	-	534	1,761	169	457
2271	Household Equipment	319	245	-	1,417	20	530	254
2273	Manufacturing Equipment	1,433	507	110	-	853	282	41
2274	Non-power Repair & Maint Equip	10	1,091	972	270	3,586	1,427	813
2275	Recreation Equipment	-	53	76	30	-	0	-
2278	Specific Use Equip Improvements	6	32,364	3,225	76	11,286	5,558	4,595
2281	Built-in Equipment	-	-	-	-	-	-	-
2282	Fixtures	-	767	73	1,097	1,719	5,409	863
2283	Mechanical Equipment	12,000	499	5,358	229	8,022	5,492	360
2288	Stationary Equip Improvements	10,744	24,642	2,309	2,407	5,211	4,959	483
2322	Construction Buildings	-	1,163	-	-	-	773	-
2323	Construction Highways	3,616,010	7,827	1,045	4,618	4,266	-	-
2328	Const. Bldg Improvements	-	-	-	-	2,050	-	-
	Subtotal	3,851,996	107,924	99,050	49,231	89,009	68,819	34,694

DULLES TOLL ROAD SIX YEAR PLAN ACTUAL OPERATING BUDGET FIGURES FY99 - FY05									
			Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
			FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05
1100	Personal Services		3,512,542	3,189,832	3,228,172	3,238,796	3,661,771	3,759,117	2,003,302
1200	Contractual Services		4,318,018	8,474,979	8,287,942	9,918,532	10,320,155	10,039,312	2,746,008
1242	SmartTag Fees*		140	5,398,696	4,235,668	4,743,770	4,251,995	4,174,250	-
1253	Transcore		1,169,544	480,663	1,196,629	2,278,868	2,553,477	2,438,277	1,259,420
1268	Contract Toll Collectors		1,105,344	1,214,711	1,979,258	1,508,831	2,267,433	2,335,852	1,038,443
1300	Supplies and Materials		504,968	353,948	277,135	250,782	274,680	322,514	166,416
1400	Transfer Payments		2,023	300	-	267	-	64,208	-
1500	Continuous Services		253,752	608,866	723,023	677,749	602,188	817,748	420,205
2200	Property and Improvements		3,851,996	107,924	99,050	49,231	89,009	68,819	34,694
3100	Treasury Services		1,568	-	212,848	-	-	-	-
	Total		12,444,866	12,735,848	12,828,170	14,135,357	14,947,802	15,071,718	5,370,626